



**USAID | LIBERIA**  
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# ANNUAL REPORT, FY2014

PEOPLE, RULES, AND ORGANIZATIONS SUPPORTING  
THE PROTECTION OF ECOSYSTEM RESOURCES  
(PROSPER)



OCTOBER 2014

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech ARD.

**Front Cover Photo:** Completion of demarcation of boundaries between Gblor-Kparblee clans in Southern Nimba. This moment marked the end of a 40-year and sometimes violent land dispute between the two clans.

**Photo Credit:** D. Nuah Biah, PROSPER Forestry Officer/Head of Office, Tappita

This report was prepared for the United States Agency for International Development, Contract No. AID-669-C-12-00004 People, Rules and Organizations Supporting the Protection of Ecosystem Resources (PROSPER) Project.

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NOVEMBER 2014

## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# ACRONYMS

ACC	Agriculture Coordinating Council
AGRHA	Action for Greater Harvest
AML	ArcelorMittal Liberia
APM	Advanced Participation Methods
ASNAPP	Agribusiness in Sustainable Natural African Plant Products
AYP	Advancing Youth Program
BCC	Behavior Change Communication
BGF	Big Gio Forest
BOTPAL	Botanical Products Association of Liberia
CA	Community Assembly
CDC	County Development Committee
CDSC	Community Development Steering Committee
cDWG	Curriculum Development Working Group
CF	Community Forestry
CFDC	Community Forestry Development Committee
CFG	Community Forest Guard
CFMA	Community Forest Management Agreement
CFMB	Community Forestry Management Body
CFOC	Community Forest Organizing Committees
CFWG	Community Forestry Working Group
CI	Conservation International
CJPS	Center for Justice and Peace Studies
CM	Community Mobilizer
COA	Communications and Outreach Advisor (PROSPER)
COP	Chief of Party (PROSPER)

CPG	Cassava-producing Group
CPOP	Commercial Palm Oil Producers
CRL	Community Rights Law
CSO	Civil Society Organization
CWG	Cocoa Working Group
DCOP	Deputy Chief of Party (PROSPER)
EA	Educational Advisor (PROSPER)
ELI	Environmental Law Institute
ENNR	East Nimba Nature Reserve
EPA	Environmental Protection Agency
ETD	Environmental Threshold Decision
FDA	Forestry Development Authority
FED	Food and Enterprise Development Project
FFI	Fauna and Flora International
FFS	Farmer Field School
FMC	Forest Management Concession
Ftf	Feed the Future
FTI	Forestry Technical Institute
GAP	Good Agricultural/Agroforestry Practices
GIO	Gender Integration Officer
GOL	Government of Liberia
GVL	Golden Veroleum Liberia
IEE	Initial Environmental Examination
JCFMB	Joint Community Forestry Management Body
L-MEP	Liberia-Monitoring and Evaluation Project
L/EDOA	Lead for Education Development and Outreach Activities (PROSPER)
L/LEDA	Lead for Livelihood and Enterprise Development Activities (PROSPER)
LA	Livelihoods Advisor (PROSPER)
LAC	Liberian Agriculture Company

LC	Land Commission
LFSP	Liberia Forest Support Program
LRCFP	Land Rights and Community Forestry Program
LTТА	Long-term Technical Assistance
LTTP	Liberia Teacher Training Program
M&E	Monitoring and Evaluation
M&E Specialist	Monitoring and Evaluation Specialist (PROSPER)
MDA	Minerals Development Agreement
MoE	Ministry of Education
NAEAL	National Adult Education Association of Liberia
NBST	National Benefit Sharing Trust
NBSTB	NBST Board
NCCSC	National Climate Change Steering Committee and Secretariat (NCCSC)
NFRL	National Forestry Reform Law
NNBSG	Northern Nimba Biodiversity Stakeholders Group
NRC	Norwegian Refugee Council
NRM	Natural Resource Management
NTFP	Non-timber Forest Product
ODGA	Organizational Development and Governance Advisor (PROSPER)
PES	Payment for Environmental Services
PIDS	Project Information Database System
PMP	Performance Management Plan
PROSPER	People, Rules and Organizations Supporting the Protection of Ecosystem Resources
PUP	Private Use Permit
SADS	Skills and Agricultural Development Services
SAMFU	Save My Future Foundation
SCFA	Senior Community Forestry Advisor (PROSPER)
SCNL	Society for the Conservation of Nature in Liberia

STEWARD	Sustainable and Thriving Environments for West African Regional Development
STTA	Short-term Technical Assistance
TSC	Timber Sale Contract
UNMIL	United Nations Mission in Liberia
USAID	United States Agency for International Development
USFS	United States Forest Service
VPA-SU	Voluntary Partnership Agreement Support Unit

# EXECUTIVE SUMMARY

To build on previous United States Government investments in the forestry and agricultural sectors, particularly the Land Rights and Community Forestry Program (2007–2011) and the Liberia Forestry Support Program (2011–2012), USAID contracted Tetra Tech ARD in May 2012 to implement a new, five-year program (2012–2017) entitled People, Rules, and Organizations Supporting the Protection of Ecosystem Resources (PROSPER). The overall goal of the program is to introduce, operationalize, and refine appropriate models for community management of forest resources for local self-governance and enterprise development in targeted areas of the country. The three primary objectives of the program are:

1. Expand educational and institutional capacity to improve environmental awareness, natural resource management, biodiversity conservation, and environmental compliance;
2. Improve community-based forest management leading to more sustainable practices and reduced threats to biodiversity in target areas; and
3. Enhance community-based livelihoods derived from sustainable forest-based and agriculture-based enterprises in target areas.

September 30, 2014, marked the conclusion of the second full year of PROSPER program implementation. The entire year brought the program many unique challenges that had not been anticipated in the Fiscal Year (FY) 2014 Annual Work Plan. In late December 2013, two of PROSPER's Liberian staff, the Tappita Field Office Administrator and the Monrovia Administrative Officer, unexpectedly left the program. This was followed by the departure of both Chief of Party (COP) Steve Reid and Deputy Chief of Party (DCOP) Vaneska Litz in January and February, respectively. In order to assist with the transition in management, Tetra Tech ARD's Senior Technical Advisor/Manager, Jesse Buff, arrived in early January with the new DCOP, Paul Meadows. In April 2014, Paul Cowles arrived in country as the new COP for the program. Despite less-than-favorable management re-shuffling, the program was able to continue to deliver on the USAID contractual objectives and to fully implement all three contract components.

## FY 2014 HIGHLIGHTS

### Component 1: Education, Outreach, and Awareness

1. Lessons learned from the first outreach campaign were documented and submitted to USAID in fulfillment of Deliverable 5.
2. Efforts to develop and finalize the 72 environmental education lesson plans continued and were field-tested (Deliverable 3). The deliverable was submitted to USAID for approval after initial questions by the Contracting Officer's Representative were addressed.
3. In November 2013, Tetra Tech's Communication Specialist facilitated two behavior change communication (BCC) capacity-building activities for 15 members of the Community Forestry Working Group (CFWG)/Forest Development Authority (FDA) on behalf of PROSPER:

- a. A BCC workshop for the design of the Second Annual Outreach Campaign on Community Forestry; and
  - b. A film editing workshop.
4. A three-day Community Forestry Curriculum and Teacher Training Review Workshop was held at the Forestry Technical Institute (FTI) in November 2013. The workshop provided faculty with a review of participatory teaching methodologies, and attendees were oriented in the use of the FTI website and database, developed with PROSPER support (Deliverable 8, submitted to USAID). The project printed and distributed the Participatory Teaching Techniques Guide at the end of March 2014.
  5. Activities commenced in Western Liberia with a pilot program that extended throughout a number of other non-PROSPER counties. The pilot assists communities that had already submitted applications to gain Authorized Community Forest status and help them understand the Community Rights Law and application process.
  6. The Second Annual Outreach Campaign was launched in Monrovia in April.
  7. Ken Bauer, a US-based consultant, provided guidance and support to help with the improvement and re-launch of the FTI Community Forestry teaching website with all new materials online.
  8. In April, the FDA Board of Directors approved the removal of the moratorium on community forest (CF) creation.

## **Component 2: Forest Management and Biodiversity**

1. In Northern Nimba, negotiations continued throughout the year between ArcelorMittal (AML) and the Gba Community Forestry Management Body (CFMB). An agreement signed in September 2014 gave the CFMB \$150,000. The funds will allow the group to manage and profit from the harvesting of timber from the remaining area of land that AML intends to clear for the Tailings Management Facility.
2. Community Assembly elections and CFMB appointments proceeded in Northern Nimba for the Gba and Zor CFs as part of a restructuring process of the governing bodies.
3. Community Forest Organizing Committees and Community Awareness Teams were organized and mobilized in all of the PROSPER proposed CF sites.
4. At the national level, PROSPER developed three policy briefs and presented these to stakeholders at a one-day workshop (Deliverable 29).
5. With the lifting of the CF moratorium, the Component 2 team continued to collaborate closely with the FDA and CFWG regarding the process for obtaining Community Forest Management Agreements. In April, the FDA created a committee facilitated by the nongovernmental organization (NGO) coalition and tasked it with harmonizing the Community Rights Law (CRL) and the CRL Regulations. PROSPER is working closely with the Voluntary Partnership Agreement Support Unit in supporting the process.
6. In Southern Nimba, the 30-year land dispute between the Gblor and Kparlee communities was finally resolved with PROSPER facilitation. Tetra Tech home office Geographic Information System Specialist, Nick Thomas, assisted the Component 2 lead with a four-day meeting between the two communities and used global positioning software coordinates to explain the demarcation process.

### **Component 3: Livelihood and Enterprise Development**

1. In November 2013, PROSPER concluded its contract with Action for Greater Harvest (AGHRA), a local subcontractor working on Component 3 activities. The strategy for the livelihood and enterprise development component was re-worked, and in January 2014, PROSPER subcontractor ACDI/VOCA hired eight community mobilizers and two Monrovia-based staff to implement Component 3 activities.
2. In February, the program signed a subcontract with WIENCO Liberia, Ltd. to commence the Cocoa Rehabilitation Program in Zor and Big Gio communities in Nimba. However, the submission and approval of the Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) took longer than expected, making it impossible for WIENCO to provide cocoa growers with necessary fertilizers and pesticides in a timely manner. Additionally, the Ebola crisis delayed activities when WIENCO pulled its staff from Liberia. It is expected that the program will resolve the issues with the contract or will find another way to implement this important activity in FY15.

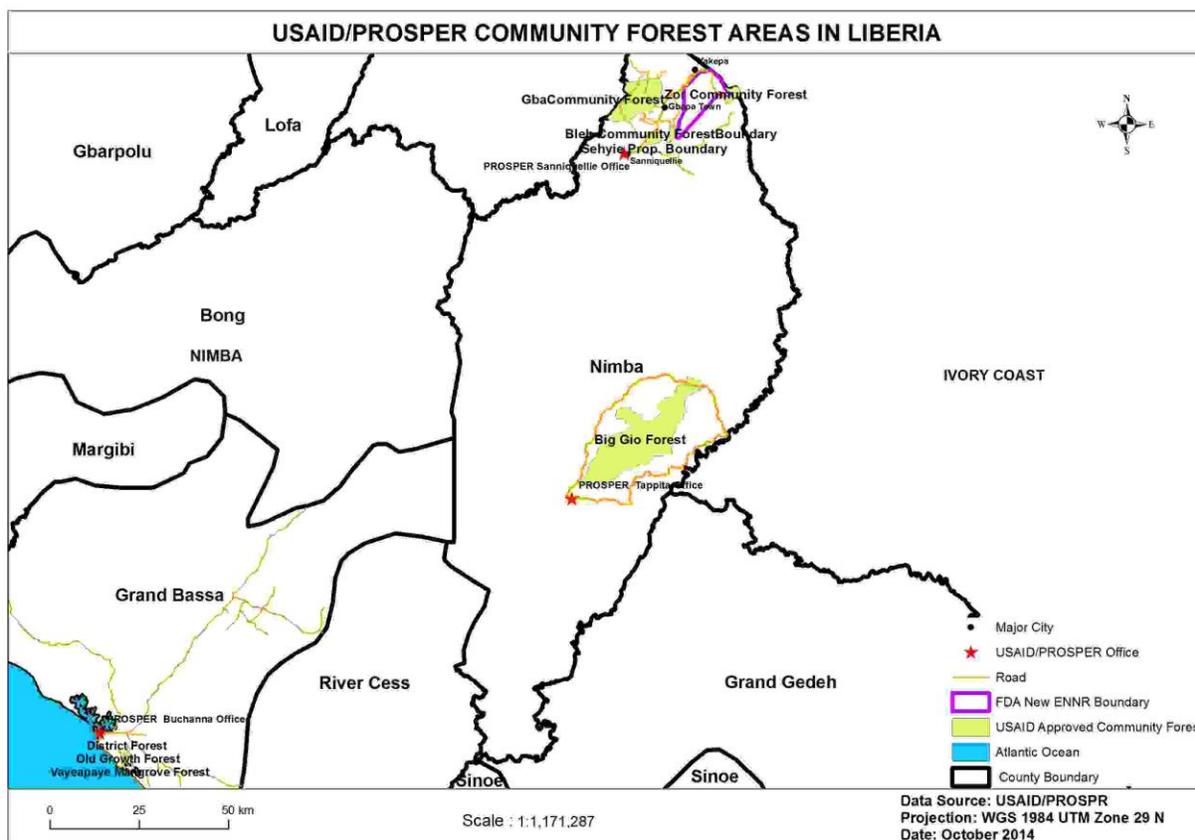
During the 2014 fiscal year, the PROSPER team adjusted to many challenges. In addition to the change of key personnel, several other factors presented difficulties in delivering upon the scheduled work of the 2014 Annual Work Plan (AWP). The CF moratorium remained in place through March 2014, which precluded the FDA from assisting PROSPER with the development of proposed CFs in PROSPER's three sites. The FDA underwent significant changes in its senior management that directly impacted PROSPER activities. Technical Manager for Community Forestry Lawrence Green died and was replaced by Gertrude Nyaley. The FDA also brought on a new Deputy Managing Director for Operations, Darlington Tuagben. To compound difficulties, the first case of Ebola was discovered in Liberia in April. The ensuing state of emergency issued by the Government of Liberia, the departure of many NGOs and other businesses with whom PROSPER works, and fear among the general population made it much more difficult to conduct many of the activities scheduled for the later part of FY 2014, particularly in August and September. As a result, a number of deliverables scheduled in the 2014 AWP were delayed. However, a number of deliverables were completed and approved by USAID.

# 1.0 INTRODUCTION AND BACKGROUND

To build on previous United States Government investments in the forestry and agricultural sectors, particularly the Land Rights and Community Forestry Program (2007–2011) and the Liberia Forestry Support Program (2011–2012), USAID contracted Tetra Tech ARD in May 2012 to implement a new, five-year program (2012–2017) entitled People, Rules, and Organizations Supporting the Protection of Ecosystem Resources (PROSPER). The overall goal of the program is to introduce, operationalize, and refine appropriate models for community management of forest resources for local self-governance and enterprise development in targeted areas of the country. The three primary objectives of the program are:

1. Expand educational and institutional capacity to improve environmental awareness, natural resource management, biodiversity conservation, and environmental compliance;
2. Improve community-based forest management leading to more sustainable practices and reduced threats to biodiversity in target areas; and
3. Enhance community-based livelihoods derived from sustainable forest-based and agriculture-based enterprises in target areas.

The program seeks to improve the conservation of critical forest biodiversity and requires that PROSPER activities address threats to biodiversity. Liberia contains an estimated 42% of the remaining Upper Guinean Rainforest, and was identified as the top conservation priority country in humid West Africa. Home to more than 2,000 vascular plant species, approximately 125 terrestrial mammal species, 590 bird species, 74 known reptiles and amphibians and over 1,000 described insect species, Liberia's forests also provide one of the last strongholds and the best chance of survival for several globally threatened species, including the West African Chimpanzee (*Pan troglodytes verus*), Western Red Colobus (*Procolobus badius badius*), Pygmy Hippopotamus (*Choeropsis liberiensis*) and Jentink's Duiker (*Cephalophus jentinki*). However, Liberia's rich biological diversity is threatened by human activity at different levels, and its long-term future will depend on the continued existence and proper management of resources. The following map and matrices list the established and proposed Community Forests being supported under PROSPER.



***Established Community Forests***

COMMUNITY FOREST NAME / LOCATION	AREA IN HECTARES
Gba Community Forest / Northern Nimba	10,824 ha
Zor Community Forest / Northern Nimba	1,112 ha
Bleigh Community Forest / Northern Nimba	614 ha
<b>TOTAL HECTARES IN ESTABLISHED CF'S</b>	<b>12,550 HA</b>

***Proposed Community Forests***

COMMUNITY NAMES / LOCATION	AREA IN HECTARES (RANGE)
Sehyi Community Forest / Northern Nimba	1,174 ha
Community Forests in the former Big Gio National Forest / Southern Nimba (includes 4 proposed CFs)	29,163ha – 36,454 ha
Gblor Community Forest / Southern Nimba (outside of former Big Gio NF)	6,550 ha – 10,455 ha
District 4 Community Forest / Grand Bassa	3,995 ha – 11,903 ha
Barconnie Community Forest / Grand Bassa	245 ha – 1682 ha
<b>TOTAL HECTARES IN PROPOSED CF'S (RANGE)</b>	<b>41,127 HA – 61,685 HA</b>

September 30, 2014, marked the conclusion of the second full year of PROSPER program implementation. The entire year brought the program many unique challenges that had not been anticipated in the Fiscal Year (FY) 2014 Annual Work Plan. In late December 2013, two of PROSPER's Liberian staff, the Tappita Field Office Administrator and the Monrovia Administrative Officer, unexpectedly left the program. This was followed by the departure of both Chief of Party (COP) Steve Reid and Deputy Chief of Party (DCOP) Vaneska Litz in January and February, respectively. In order to assist with the transition in management, Tetra Tech ARD's Senior Technical Advisor/Manager, Jesse Buff, arrived in early January with the new DCOP, Paul Meadows. In April 2014, Paul Cowles arrived in country as the new COP for the program. Despite less-than-favorable management re-shuffling, the program was able to continue to deliver on the USAID contractual objectives and to fully implement all three contract components.

The first cases of the Ebola virus in Liberia were reported in April 2014. In August 2014, all USAID families were ordered to evacuate from Liberia due to the outbreak. To compound the problem, the lack of access to acceptable medical facilities in Liberia became apparent to many and a number of airlines canceled flights out of Liberia. The Government of Liberia (GOL) issued a state of emergency that month and mandated curfews, quarantines, and the prohibition of large public gatherings. With fear spreading throughout the country, many PROSPER activities lost momentum. After several assessments regarding staff safety, the PROSPER team determined that it was still possible to continue normal contractual obligations by implementing slight changes to the execution of the activities. In early September, all staff were given in-house training on basic medical care. This was followed by several trainings on Ebola awareness and prevention, one of which was led by a representative of the USAID LAUNCH project. Using USAID-approved messaging, PROSPER teams then began incorporating Ebola awareness into the normal community forestry (CF) outreach activities, but kept the gatherings to groups of 10 to 15 individuals from within the same communities. USAID has reviewed PROSPER's contingency plans, and the program is in frequent contact with the mission concerning Ebola crisis issues that could impact activities and needed adaptations to our approach. For instance, we are substituting more frequent and smaller meetings to take the place of larger workshops, which are problematic under current conditions. This may slow progress over the short term, but the team is confident that PROSPER will be well-placed to scale up quickly once the crisis has passed. PROSPER is currently working with USAID to explore how to do more for the Ebola campaign while continuing to perform contract obligations.

During the 2014 fiscal year (FY), the PROSPER team adjusted to many challenges. In addition to the change of key personnel, several other factors presented difficulties in delivering upon the scheduled work of the 2014 Annual Work Plan (AWP). The CF moratorium remained in place through March 2014, which precluded the Forest Development Authority (FDA) from assisting PROSPER with the development of proposed CFs in PROSPER's three sites. The FDA underwent significant changes in its senior management that directly impacted PROSPER activities. Technical Manager for Community Forestry Lawrence Green passed away and was replaced by Gertrude Nyaley. The FDA also brought on a new Deputy Managing Director for Operations, Darlington Tuagben. To compound difficulties, the first case of Ebola was discovered in Liberia in April. The ensuing state of emergency issued by the GOL, the departure of many nongovernmental organizations (NGOs) and other businesses with whom PROSPER works, and fear among the general population made it much more difficult to conduct many of the activities scheduled for the later part of FY 2014, particularly in August and September. As a result, a number of deliverables scheduled in the 2014 AWP were delayed. However, a number of deliverables were completed and approved by USAID.

The following deliverables were approved during FY2014:<sup>1</sup>

Former Del. #	No.	Deliverable	Comments
1	1a	Baseline surveys	Approved Jan 2014
1	1b	Gender Integration Plan	Approved May 2013, Final copy submitted Dec 2013
1	1c	M&E Systems established for each target county	Approved Jan 2014
2	2a	NTFPs - Sector surveys and analyses for selected forestry and agricultural value chains	Approved Dec 2013
2	2b	Selected (non-NTFP) forestry and agricultural value chains - Sector surveys and analyses for selected forestry and agricultural value chains	Approved Nov 2014
3	3	Environmental curriculum materials field tested with MOE staff, other USAID implementing partners, teachers and primary school students in schools in target sites	Approved Nov 2014
5	5	Public outreach and awareness building approaches field tested with relevant GOL agencies, target communities, and other identified stakeholders along the themes of sustainable natural resource management, land tenure and property rights, environmental compliance, and community-based forest management	Approved Dec 2013
7	7	Community Forestry curriculum elements are identified and teaching training needs assessment performed to plan for curriculum implementation	Approved Dec 2013
8	8	Community Forestry curriculum (with teacher training guide) available for use at FTI, including relevant short courses for communities and their partners in community-based forestry management; land tenure and property rights; biodiversity threats assessments and biomonitoring protocols; and the development of enterprises based on sustainable use of forest resources	Approved Dec 2013
10	10	National level forum advocating for citizen and community rights with regard to tenure, property rights, protection and management of forest resources is established and operational	Approved Oct 2014
13	13	Biodiversity Monitoring Handbook for Community Forest Managers is revised/developed and available for communities and their partners	Approved Dec 2013
15	14	Draft of laws, regulations or policies for enactment by necessary GoL legal authorities in support of secure land	Approved Nov 2014

<sup>1</sup> In August, a contract modification was issued by USAID that deleted, combined, or replaced some of the deliverables for PROSPER. As a result, the number reference for many deliverables has changed. For this Annual Report, the new deliverable numbers are used, with reference to the former deliverable number.

		tenure and property rights for communities in forested areas of Liberia are developed /revised and disseminated in collaboration with stakeholders	
24	21	Biodiversity assessments completed for new sites	Approved Oct 2013
25	22	Constitution of the Curriculum Development Working Group	Approved Nov 2014
28	25	First Outreach Campaign launched to iprove public awareness of natural resouce and environmental management issues	Approved Nov 2014
29	26a	Deliverable 26 - Three Policy Briefs	Approved Nov 2014

The following deliverables scheduled for FY2014 were not completed, but are a part of the FY2015 Annual Work Plan:

Former Del. #	No.	Deliverable	Comments	Status
4	4	Environmental curriculum materials developed and copies made available to the MoE for use in Liberian schools.	Will be submitted FY15Q3	Finalizing draft by matching TLMs to Lesson Plans. Next stage will be formatting and packaging for printing by Rutgers
6	6	Public outreach and awareness building manuals developed and provided to relevant GOL agencies, target communities, and other identified stakeholders	Will be submitted FY15Q2	Draft Ready for consultation with CFWG and other partners; to be finalized by STTA (Morgan)
11	11	Series of brochures, radio programs, community theater, and video products developed to educate the Liberian public in community forest development, land tenure and rights, and environmental awareness	PROSPER will revise and resubmit in FY15	MRR video needs final editing. Others are ready
13	13a	Annual revision of Deliverable 13 (BioMonitoring Handbook)	Will be submitted FY15Q2	
15	14a	Deliverable 14 - Regional and National Workshops developed	Will be submitted FY15Q3	
16	15	Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia	Will be submitted FY15Q1	Ready for submission within two weeks
20	17	Series of brochures, radio programs, community theater, and video products developed to support community-based forest product and agricultural enterprises in Liberia	Will be submitted FY15Q2	Currently on research and consultation phase with partners. To be developed in Q2 for rollout
26	23	Report summarizing findings of review of formal primary school curriculum, adult literacy curriculum, and non-formal education materials, and identifying opportunities to integrate environmental themes	Will be submitted FY15Q2	Draft available but needs major revisions
27	24	Year 1 Education Review Workshop with the CDWG to review lessons learned, best practices, and to assess the development of formal and non-formal curricula	Will be submitted FY15Q2	Not ready till Q3
29	26b	Deliverable 26 - Three Policy Briefs	Will be submitted FY15Q1	Currently with STTA V. Litz

Throughout the year, Tetra Tech ARD kept USAID apprised of progress made in implementing the FY14 work plan through monthly and quarterly reports that detailed activities carried out, results achieved, indicator targets attained, etc.<sup>2</sup> Those written reports were complemented by weekly meetings between the USAID Contracting Officer's Representative (COR), Assistant COR, and PROSPER senior management team.

The present Annual Report is provided as a complement to the monthly and quarterly reports. It provides a succinct summary of PROSPER's major achievements in FY14 by component and by activity. This report also presents several of the important lessons learned during the first two years of the PROSPER project, and the principal strategic adjustments made on the basis of past experience.

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<sup>2</sup> As a result of the USAID contract modification issued in August 2014, monthly reports are no longer a requirement.

# 2.0 MANAGEMENT ACTIVITIES

## 2.1 STAFFING

Significant staffing changes occurred during FY 2014. As noted in Section 1.0, both the COP (Steve Reid) and the DCOP (Vaneska Litz) departed the program in the early part of 2014. The new DCOP, Paul Meadows, arrived in early January in order to facilitate a turnover with the outgoing COP and DCOP. The new COP, Paul Cowles, arrived in April 2014.

Local staffing changes included:

1. *Administrative Officer*: Alvis Sartee replaced the Administrative Officer who departed the program in December 2013.
2. *Field Office Administrator*: Tappita (Maximore Gibson) replaced the Field Office Administrator who departed the program in January 2014.
3. *Administrative Assistant – Finance*: Glaydor Garnahweh became the program's Administrative Assistant – Finance (a new position) in May 2014.
4. *M&E Officer*: Anthony Kollie replaced the M&E Officer who departed the program in July 2014.

No other staffing changes were made during the fiscal year.

## 2.2 SUBCONTRACT ADMINISTRATION

### 2.2.1 National Subcontractors

There was no significant administrative action taken with the two national subcontractors, the National Adult Education Association of Liberia (NAEAL) or the Center for Justice and Peace Studies (CJPS). In February, NAEAL temporarily replaced an employee in District 4 due to a motorcycle accident that involved minor injury to a third party. The employee was found negligent and was suspended for a month. He has returned to work and there are no outstanding issues. In July, a CJPS Mobilizer in Buchanan resigned, but she has been replaced.

In March 2014, the program signed a subcontract with WIENCO Liberia, Ltd. to implement the Small Holder Cocoa Farm Rehabilitation project supported by PROSPER. There have been significant delays in the implementation of the contract due to multiple issues (outlined in Section 1.0). We are reviewing this subcontract in the event that it needs to be changed or reissued to another organization.

### 2.2.2 International Subcontractors

Following the development of the FY14 work plan, scopes of work were revised for international subcontractors in Q1 FY14. There were no significant changes in Q2, with the exception of ACDI/VOCA's revised scope of work.

- PCI Media – The program finalized a contract with PCI Media Impact in August to produce 52 radio drama episodes. This material will integrate PROSPER’s outreach campaign outputs focused on improved understanding of the Community Rights Law with respect to Forest Lands into the existing communications component of the USAID STEWARD program in Liberia.
- Rutgers University – No significant administrative changes.
- ASNAPP – No significant administrative changes.
- ACDI/VOCA’s contract and scope of work were revised and approved in January to respond to the changes in the Livelihoods Strategy. This revised scope of work enables ACDI/VOCA to assume greater leadership of Component 3 through the direct hire and supervision of eight community mobilizers (three in Sanniquellie, three in Tappita, and two in Buchanan) and two national-level coordinators based in Monrovia with expertise in tree crops and agriculture market development.
- FFI – No significant administrative changes.

# 2.0 COMPONENT 1: EDUCATION, OUTREACH AND AWARENESS

## 2.1 COMPONENT STATEMENT

The goal of Component 1 is to increase educational and institutional capacity to improve environmental awareness, natural resource management (NRM), biodiversity conservation and environmental compliance. Activities under this component support the Ministry of Education (MoE) to develop and pilot test curriculum materials including lesson plans and accompanying teaching and learning aids to strengthen formal primary school instruction on environmental and natural resource matters; engage the Forestry Development authority (FDA) and civil society organizations (CSOs) to increase public awareness of natural resources and environmental management issues; and support the Forestry Training Institute to develop and deliver a community forestry curriculum.

## 2.2 COMPONENT 1 ACTIVITIES

**Activity 1.1: Collaboratively support the development and/or modification of primary, formal and non-formal school curricula to increase knowledge and understanding related to natural resources, their management, and the related rights and responsibilities of government and citizens**

### ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Report on field testing of environmental curriculum materials with MOE staff, other USAID implementing partners, teachers and primary school students in schools in target areas (conducted in FY13) **(Deliverable 3) Submitted/Approved**

Education Review Workshop with the CDWG to review lessons learned, best practices, and to assess the formal, adult education and non-formal curricula are revised and tested **(Deliverable 24 – Former 27) – deferred to FY15, Q1**

Primary environmental curriculum and support materials refined and packaged for piloting by MoE **(Results)**

Strategy for piloting primary environmental curriculum developed and mobilized **(Result)**

Education review workshop conducted, highlighting lessons learned and best practices in the primary curriculum development process **(Result)**

### Major Achievements

- A report documenting the field testing of environmental curriculum materials developed in collaboration with MoE staff was submitted to USAID in the first quarter of FY14, in fulfillment of Deliverable 3.

- We increased communication between PROSPER and senior MoE personnel. Throughout FY13, PROSPER realized that communication between the Curriculum Division staff and senior MoE officials about their participation in the project was lacking. This effort included updating documentation on the project at the Ministry and holding regular briefings.
- A draft strategy for piloting the primary environmental curriculum materials was developed, subject to review after orientation of MoE personnel on the use of the materials
- PROSPER facilitated communication between the MoE and EPA on the potential development of a new environment curriculum for primary schools in Liberia. PROSPER shared with EPA, samples of teaching and learning materials under development by Rutgers University and biodiversity fact sheets developed by PROSPER and peer-reviewed by conservation institutions.
- We developed Teaching and Learning Materials (TLMs) to aid the delivery of the environmental lesson plans. Drafts of the TLMs were developed by Rutgers University and delivered to the education team for review in January and May, respectively. The files were compiled by the team and review criteria were developed to check for consistency of materials with respect to how they were described in the respective environmental education lesson plans. Several review sessions were organized in which MoE curriculum specialists and subject matter specialists participated.

## Lessons Learned

***Ensuring communication with officials in the MoE.*** In FY13, PROSPER identified this as an issue to be remediated in FY14 through programmed meetings with a senior cadre at the MoE which focused on validating the materials developed and assisting the Ministry to assume full ownership of the initiative. Through these engagements, documentation on the curriculum development process was updated at the Ministry. PROSPER also worked with the Ministry to identify interested partners who could take the environment curriculum initiative further. One of the opportunities that emerged was that of EPA preparing to develop an Environmental Education curriculum. While the education team was trying to understand the details of this initiative, we realized that there was absolutely no communication between the MoE and EPA regarding this development. To date, no concrete curriculum development process has been developed for this task. Meanwhile, PROSPER facilitated communication between the MoE and EPA on this issue and shared with EPA samples of curriculum materials under development.

***Ensuring Capacity Building for MoE through the curriculum development process.*** The curriculum development process was more than simply ensuring that the materials were produced, but also securing ownership and internalization of the process by the MoE personnel. Each time PROSPER received a batch of draft TLMs, the electronic files were carefully compiled and matched against their respective lesson plans. In preparation for the first review session, the MoE personnel were guided to develop review criteria and methodology to conduct the review, and to provide clear comprehensive feedback to Rutgers University. Using these review skills, the sessions provided valuable feedback to Rutgers for refinement and finalization of the materials. Issues regarding suitability for the context of rural Liberian schools, age-appropriateness, social and culture issues, and formatting were addressed with clear recommendations for improvements. These recommendations were captured in an organic matrix that formed the working document through all the phases of the exercise.

***Managing time and understanding capacities of our subcontractors.*** The education team works closely with Rutgers University to realize the development of the environmental curriculum materials. Based on earlier discussion on the scope of work expected in developing these materials, a time frame was set with accompanying deliverables. Upon the delivery of the first draft of the TLMs to PROSPER, it was realized more had to be done for Rutgers to understand the quality of materials that was needed to respond to the needs of students and teachers in rural Liberia. Fortunately, Rutgers was willing to work with PROSPER to explore all possibilities to improve the process. Following the submission of the first feedback from

PROSPER and the MoE, Rutgers University assembled a team of experts, including two Liberian graduate students and a graphic/animation specialist, to address the concerns raised. PROSPER joined in some of the Skype conferences organized by Rutgers, which gave the experts an opportunity to engage the PROSPER team directly to gain deeper understanding of some of the feedback they received. They were able to address problems on context but realized that they needed more expert help in illustrating some of the concepts described in the TLMs. With approval from PROSPER, Rutgers proceeded to hire the services of a professional animation and design company to support them to deliver high quality products. The decisions taken were able to remediate the situation, though it affected the implementation timeline.

### **Strategic Adaptations**

The work with MoE on the primary curriculum development process was scheduled to end in the third quarter of Year 2 as was approved by the COR and discussed with MoE. The main focus was shifted toward development of prototypes of teaching and learning materials and to provide an orientation to teachers and MoE officials on their uses. However, the process of producing the TLMs turned out to be longer and more complicated for our partners, Rutgers University, than anticipated. This resulted in the hiring of an animation and illustration company to support them in the process. The detailed review and feedback process also consumed appreciable time, as it involved getting MoE curriculum specialists around the table. The entire process therefore took longer than expected. Component 1 will continue to focus on developing prototypes for teaching and learning materials and provide an orientation to teachers and MoE officials on their uses. During the process of developing the TLMs, some modifications were unavoidable. This will require that the curriculum development team reviews and, where necessary, revises lesson plans to match their respective TLMs. The rest of the activities as described in Year 2 remained the same.

Following the incorporation of the theory of change, with respect to threats to biodiversity, in the PROSPER planning model, there are emerging opportunities for engaging some primary schools in PROSPER sites. This will provide the possibility for low level piloting of the curriculum materials at the site level. The PROSPER field teams will identify primary schools with existing environmental/conservation/nature and/or agriculture clubs. In cases where none are found within the site, the feasibility for establishing new ones will be explored. Mobilizers will be trained to work with relevant club organizers/teachers to design class and field oriented programs based on lesson plans developed with MoE. An “*Under the Tree*” semi-formal setting will be a feature of these classes. Issues relevant to the specific site will be incorporated into such classes, such as the value of community forests and threats to biodiversity as identified by PROSPER and other partners.

As a result of extremely poor performance of the Liberian education system at all levels, including primary education, the West African Examination Council (WAEC) has raised serious concerns to the Liberian government. After serious introspection, the Ministry of Education is considering a review and possible revision of the primary and secondary schools’ curricula. Some mid-level MoE officials have already approached PROSPER about the possibility of incorporating the processes and environmental curriculum materials developed with PROSPER. Due to the Ebola crisis, the MoE has not been able to put together a comprehensive strategy to approach this issue, as salvaging the academic year is top priority. PROSPER remains committed to this issue and will provide strategic technical guidance to ensure incorporation of the environmental curriculum once such opportunities arise.

## Activity 1.2: Collaboratively support the development of outreach campaigns to increase public awareness of natural resource and environmental management issues

### ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Report on field testing of public outreach and awareness building approaches with relevant GOL agencies, target communities, and other identified stakeholders (conducted in FY13) **(Deliverable 5)**

**Submitted/Approved**

Public outreach and awareness building manuals developed and provided to relevant GOL agencies, target communities, and other identified stakeholders **(Deliverable 6 - deferred to FY15 Q2)**

Series of brochures, community theater and video products to educate the Liberian public (developed in FY13) **(Deliverable 11) Submitted/Approved**

Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia **(Deliverable 15 – Former 16 - deferred to FY15 Q1)**

Lesson learned and best practices publication developed and incorporated in the approach for conducting the second annual outreach campaign **(Results)**

Radio programs developed in collaboration with PCI-Media Impact and CFWG for nation-wide broadcast, with specific media support activities in the PROSPER sites **(Result)**

Increased capacity of CFWG to plan and implement outreach campaigns **(Result)**

### Major Achievements

- The communications team conducted lessons learned workshops at all PROSPER project sites. These consultations among community forestry stakeholders, which included forest community members, CSOs, CFWG and FDA, provided valuable information that informed the design of the second annual outreach campaign. These lessons were documented and made available as a precursor to the “Public outreach and awareness building manuals” **(Deliverable 6)**.
- Using information from the “Lessons Learned” exercise, campaign themes, audiences and outreach activities were identified through a consensus building workshop with the CFWG and FDA. The theme for the first annual outreach campaign, “Make Community Forestry Rights Real”, was maintained. The key audiences targeted by the campaign included policy-makers at the county and national levels, and community members, who represent a range of forest users.
- PROSPER offered both classroom and hands-on training opportunities to members of the CFWG. Topics included low-tech/low-cost film editing, effective messaging, and development of effective print materials and products for the campaign. A range of messages and materials developed during and as a result of the training were utilized in the outreach campaign.
- As the campaign was being developed, PROSPER supported the CFWG and FDA to design and conduct the Behavioral Change Communication (BCC) Baseline Survey, including the development and rigorous pre-testing of the survey tool.
- The CFWG and FDA played a more significant role in the planning and coordination of the second annual outreach campaign, including the development of materials, campaign promotion and invitation of dignitaries to the launching ceremony.
- A high profile launching ceremony to mark the formal commencement of the second annual outreach campaign, with the theme “Make Community Forestry Rights Real”, was held at the Bella Casa Event Center in Monrovia on Friday, April 4, 2014. The event was attended by a wide range of high-level stakeholders, including: USAID; representatives of the international community in Liberia, including Embassies and High Commissions; the FDA board; development partners; international and national NGOs; GoL ministries, agencies and commissions; academic institutions; Community Forest Governance Bodies from PROSPER project sites and other counties with Community Forest Management Agreements (CFMAs); and local government authorities. The event was characterized by “infotainment” activities provided by various stakeholders through several media. The forum provided opportunities for communities and dignitaries to exchange their concerns, plans, suggestions and frustrations around community forestry issues in Liberia. The campaign messages were printed

on T-Shirts and communicated through multimedia presentations. Posters and flyers on the 9-STEPS, the CRL and CRL Regulations booklets were also distributed to each participant.

- Refresher training was provided for the Zor Theater Troupe, which enabled their participation in the site-level rollout of the 2<sup>nd</sup> Annual Outreach Campaign. This troupe was one of six trained in FY13 by the Liberia Crusaders for Peace (LCP) under a subcontract with PROSPER. Due to the fact that PROSPER had not programmed resources to mobilize all six local troupes, focus was placed only on the Zor Theater Troupe. They subsequently performed in Northern Nimba communities, including market places and evening programs.
- At the community level, rollout of the second annual outreach campaign was led by community CF leaders. This was a result of strong recommendations by communities regarding their participation at all levels of the campaign, from design to implementation. This required quick and effective enhancement of communities' capacities to realize this.
- Training of Trainers (ToT) workshops in "Understanding and Discussing the Contents of the CRL and CRL Regulations" were designed and conducted in all PROSPER project sites. At least 15 CF leaders in each of the 8 (eight) sites were trained. Trained community forest leaders demonstrated high level of comprehension of these instruments as a result of the training provided. They led outreach sessions in their villages and market places, where they explained the law and regulation in the local languages.
- ToT workshops in "Understanding and Discussing the Contents of the CRL and CRL Regulations" were designed and conducted for PROSPER IPs (CJPS and NAEAL), members of the CFWG and FDA. Hands-on training included group facilitation and presentation to low-literacy audiences.
- To ensure consistency of messages in all communities, PROSPER worked with each site and translated the 10 key campaign messages into the predominant language in their respective localities. These were recorded, studio-mixed with their respective popular traditional music, and aired on community radios and played on high performance mega-phones bought for each site.
- PROSPER worked with community forestry leaders to develop activity plans and mini-budgets, through which they reached out to their communities with the law and the key campaign messages. Key features of these community led rollouts were radio talk-shows, messages in local languages, quizzes on the Community Rights Law (CRL) and the CRL Regulations with accompanying prizes, football matches and street parades. All programs were conducted in the predominant local language of the site.
- At the end of the campaign, the FY-14 end-line BCC survey was conducted in conjunction with the PROSPER M&E team. This helped the project to measure the impact of the second annual outreach campaign.
- PROSPER continued to work with PCI Media impact to develop 52 episode radio drama serials called "TUKLOH Shall Prosper" (*Tukloh: Kru = Forest*), in collaboration with the CFWG.
- PROSPER signed a sub-contract with PCI Media Impact for the production and broadcast of the radio drama serials after they were able to develop and sign a broadcasting sub-contract with the "Liberia Broadcasting System" (LBS).
- The Technical Advisory Committee (TAC), which is comprised of PROSPER's Communications team, the CFWG, FDA and PCI Media Impact worked extensively on integration of community forestry and land policy issues into scripts. The dramas were successfully pre-tested on Radio Nimba after preparing communities to listen and call in. The pre-test feedbacks were valuable in dramatizing the proceeding episodes.
- Broadcast of introductory discussion programs on the radio drama commenced on LBS radio in July and featured the FDA Deputy Managing Director, the Community Forestry Technical Manager and Communication Manager. The program experienced occasional interruptions by Ebola priority programs.
- Upon the request of USAID Liberia, PROSPER provided technical support to the media component of EPA in the planning of the World Environment Day celebrations. PROSPER supported the design

and printing of banners and stickers; the development of radio and TV programs and the procurement of airtime.

## Lessons Learned

***Active research approach to outreach campaign design.*** As PROSPER continued to build on this valuable lesson, the communities participated in the research design of communications approaches. The communications team conducted lessons-learned workshops at all PROSPER project sites, along with the CSOs, CFWG and FDA. This step in the process provided key community forestry stakeholders the opportunity to analyze, which best practice works and how it works within the Liberian context. The valuable inputs from communities informed the design of the second annual outreach campaign. The team was careful to feature community recommendation prominently in every step of the process and in decision-making during the planning phases.

When communities realized how seriously their inputs transformed the outreach approach, they publicly expressed their satisfaction. Because FDA took the lead in most of the consultations, with support from PROSPER, communities expressed that this was the first time the government has actually taken their concerns seriously and put them into action. Their sense of ownership of the process was so strong that they pledged their full cooperation with the community forestry program, including the use of their talents to ensure that things work out successfully. This was demonstrated throughout the second annual outreach campaign.

***Reinforcement of the campaign design through impact measurement.*** PROSPER supported the CFWG and FDA to design and conduct the Behavioral Change Communication (BCC) Baseline Survey, including the development and rigorous pre-testing of the survey tool. The respondents targeted were members of the Community Assemblies (CAs), the Executive Committees (ECs) and the Community Forest Management Bodies (CFMBs) in mature sites. In the new sites, members of the Community Forest Organizing Bodies (CFOCs), the Peace Committees (PCs) and the Community Awareness Teams (CATs) were targeted.

As a result of the baseline survey, it was realized that even in the more mature sites in Northern Nimba, the leaders of governance bodies were weak in their knowledge of the CRL and its Regulations. PROSPER staff realized that this required special attention beyond general awareness and a training was put together to address the problem. At least 15 members of the leadership in each of the eight sites were trained in the content of the CRL and CRL Regulations. The training focused on practically reading the laws in small groups, using simple models to explain the laws to other community members and use of incentives to get them to participate.

During the rollout of the campaign, community leaders conducted discussions on key provisions of the CRL and CRL Regulations, accompanied by quizzes. They demonstrated high level of comprehension of these instruments in their explanation of various provisions to their peers, crafting questions and justifying their assessments of responses they received from participants. Furthermore, they were able to articulate these in their local languages.

***Communities perform best when they are the Guests of Honor.*** Through consultations held with stakeholders on the impact of the 1<sup>st</sup> Annual Outreach Campaign, the forest-dependent communities continued as the primary targets, while the legislators directly involved in forest management issues were identified as direct influencers to be reached by the campaign during FY14. Due to the unique mix of audiences, the CFWG hosted the launch of the campaign in Monrovia. Representatives from the Community Forest Management Bodies (CFMBs), Executive Committees (EC), Community Forest Organizing Committees (CFOCs) and Community Awareness Teams (CATs) were invited to participate in the launch in Monrovia. Unlike the traditional setting of such gatherings, the communities were deliberately invited and positioned as distinguished guests.

To ensure that communities were well prepared to occupy this status, guidance was sent to each community about what they should expect at the launch and the roles that they should play. They were provided with participants' selection criteria, guidance on their written speech development and delivery. PROSPER facilitated several community-level meetings to enable wider consultations and prioritization of issues to present to policy makers. After all site level preparations, over thirty community representatives were invited to participate in a grand rehearsal on April 3, the eve of the launch. This gave communities a final opportunity to fine-tune their speeches and presentation skills.

The launching ceremony, which marked the formal commencement of the second annual outreach campaign, was held at the Bella Casa Event Center in Monrovia on Friday, April 4, 2014. The event was attended by a wide range of high-level stakeholders. These included: legislators; FDA board; embassies; development partners; international and national NGOs; GoL ministries, agencies and commissions; and, academic institutions; Community Forest Management Bodies (CFMBs) and Executive Committees (EC) from PROSPER sites and other counties with Community Forest Management Agreements (CFMAs); Community Forest Organizing Committees (CFOCs), Community Awareness Teams (CATs), District Commissioners, Paramount Chiefs and other local authorities from PROSPER sites in Grand Bassa and Nimba Counties, respectively.

The event was characterized by “infotainment” activities provided by various stakeholders through several media. Representatives from the PROSPER project communities made statements, highlighting their experiences with their fellow community members, political representatives and national government authorities regarding their access, use, ownership and benefit from their forest resources. They pointed out the change in paradigm since they started receiving education and technical support from PROSPER in implementing the Community Rights Law (CRL) and the CRL Regulations. Older sites in Northern Nimba also pointed out that they have been experiencing an alarming drain in the human resource capacity as ArcelorMittal Liberia continues to recruit outstanding individuals trained by the community forestry projects (LRCFP/PROSPER).

It was clear that the communities felt really confident to engage with this wide range of county, national and internal policy makers. That confidence resounded even back in their respective communities. Various policy statements were made by the following leaders, which underscored issues raised by communities: the USAID Liberia Mission Director, John Mark Winfield; Board Chairperson of the Forestry Development Authority, Sis. Mary Laurene Browne; Chairperson, Senate Standing Committee on Agriculture, Forestry and Fisheries, Hon. Frederick Cherue; and the Head of Delegation of the European Union in Liberia, Ambassador Attilio Pacifici.

***Making Community Forestry Outreach Campaign Indigenous.*** A key feature of the second annual outreach campaign was that most of the rollout was led by communities. This was a result of strong recommendations by communities regarding their participation at all levels of the campaign, from design to implementation. This required quick and effective enhancement of communities' capacities to realize this. PROSPER worked with community forestry leaders to develop activity plans and budgets, through which they reached out to their communities with the law and the key campaign messages. To ensure consistency of messages in all communities, PROSPER worked with each site and translated the 10 key campaign messages into the predominant language in their respective localities. These were recorded, studio-mixed with their respective popular traditional music, and aired on community radios and played on high performance megaphones bought for each site. Key features of these community led rollouts were radio talk-shows, messages in local languages, quizzes on the Community Rights Law (CRL) and the CRL Regulations with accompanying prizes, football matches and street parades. All programs were conducted in the predominant local language of the site. This increased participation of a wider range of ages, especially the elderly, and women.

***Peer Education through Drama Continues to an Effective Tool.*** Refresher training was provided for the Zor Theater Troupe, which enabled their participation in the site-level rollout of the 2<sup>nd</sup> Annual Outreach

Campaign. Though direct support was not offered for drama troupes in other PROSPER sites, the communities still featured them in the rollout of the campaign at site levels. The communities continue to emphasize the effectiveness of this tool to disseminate campaign messages. PROSPER has taken this on board for FY15, to provide minimal support to these troupes, including costumes and basic traditional instruments to aid their performances.

### Strategic Adaptations

The political and economic forces that threaten the deprivation of forest dependent communities of their resources and livelihoods are still predominant. The strategic shift by PROSPER in Year 2 to become more robust in addressing these issues through increased awareness regarding community rights over forests of both communities and the agencies responsible for regulating forests, is still being upheld. With the extended support to FDA on the education of applicant communities for establishing authorized forest communities, it was discovered that the FDA officials in the regions know very little or nothing about community forests or the CRL. In some cases, they were found to be preparing communities to reject the idea of establishing community forests as they thought their jobs were threatened. As most of them came to realize through the education and outreach program that they did not understand what community forestry is all about, they have made requests for further training in the CRL, which will put them in a better position to guide communities. Furthermore, reporting on environmental and natural resource issues by the media has been weak. There is need for the media to gain basic understanding of issues within the sector, ranging from community forestry, biodiversity conservation, natural resource management and basic languages used. Accordingly, in addition to supporting the CFWG to plan and conduct a third annual outreach campaign in Year 3, and collaborating with PCI Media Impact to produce a 52-episode radio drama serial incorporating messages on community forestry, land tenure and property rights, and biodiversity, PROSPER intends to provide training on the CRL for regional forest officers as well as effective NRM reporting for selected journalists.

In furthering the incremental approach to education and outreach themes, threats to biodiversity, including shifting cultivation becomes a priority alongside knowledge and practice of the CRL. This coincides with the progressive emphasis of Components 2 and 3 on forest biodiversity and sustainable and environmentally sound livelihood practices. Outreach materials will be developed in collaboration with these components and relevant partners.

### Activity 1.3: Develop a CF curriculum and support capacity development of FTI staff to implement

#### ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Community Forestry curriculum (with teacher training guide) available for use at FTI, including relevant short courses for communities and their partners in community-based forestry management; land tenure and property rights; biodiversity threats assessments and biomonitoring protocols; and the development of enterprises based on sustainable use of forest resources **(Deliverable 8) Submitted/Approved**

Community Forestry curriculum document made available and accessible for use at FTI **(Results)**

Increased capacity of FTI instructors to implement Community Forestry curriculum **(Result)**

Increased capacity of FTI Instructors to refine and adapt Community Forestry curriculum to the needs of Liberia's forestry sector and for FTI as an institution **(Result)**

### Major Achievements

- In Quarter 1, a three-day Community Forestry Curriculum and Teacher Training Review Workshop was held at the FTI in November to review the CF curriculum with faculty in preparation for Piloting in 2014. The faculty were also provided with a review of participatory teaching methodologies and they were oriented in the use of the FTI website and database developed with the support of PROSPER.

- Following final revisions on the CF curriculum and endorsement of each module by eight instructors who had participated in its development from inception, the CF curriculum was uploaded in the new FTI website for use in the pilot in the 2014 FTI academic year.
- The Community Forestry curriculum (with teacher training guide) available for use at FTI was finalized and submitted to USAID. It included relevant short courses for communities and their partners in: community-based forestry management; land tenure and property rights; biodiversity threats assessments and biomonitoring protocols; and the development of enterprises based on sustainable use of forest resources (Deliverable 8). It was subsequently approved.
- The community forestry curriculum and the participatory teaching techniques guide were printed and delivered to FTI. The FTI management included cover designs, prefaces and the FTI Board of Director's seal to each document. After including USAID marking and branding, the final approved documents were formatted and printed in A5 booklets. Printing was done in Liberia and copies were provided for faculty and staff, the FTI library and for FTI partners.
- Monitoring tools and schedules to implement the community forestry curriculum effectively were developed by the L/EDOA in consultation with the FTI Faculty. The tools developed were used to determine and provide feedback on the frequency of in-class observation, visiting lecture support, and effectiveness in the use of articles and other resource materials on the new FTI website provided by PROSPER for the implementation of the CF curriculum.
- In consultation with FTI faculty, PROSPER developed a draft internship framework for FTI. This document provides a broad range of considerations in the identification of internship objectives, stakeholder participation and reporting.
- Dr. Ken Bauer was hired in April by Tetra Tech to support the pilot of the community forestry curriculum at FTI. As per the Scope of Work of his assignment, he wrote and compiled a comprehensive set of curricular materials on community forestry including lectures, learning activities, and readings for Liberia's national Forestry Training Institute.
- PROSPER provided support and training for the FTI faculty in integrating student-centered teaching techniques into their classroom. A three-day refresher training for FTI in participatory teaching techniques to improve the delivery of the Community Forestry curriculum and to support FTI faculty as they review and revise their syllabi to reflect interactive teaching techniques and learner-centered principles.
- For faculty and students, Dr. Ken Bauer created an Internet-based course hosted on a digital learning management system (Canvas) that allows for free mobile downloads. The community forestry curriculum was migrated from Wordpress ([www.liberiafti.wordpress.org](http://www.liberiafti.wordpress.org)) to Canvas (<https://canvas.instructure.com/courses/851452>).
- More than 30 lectures were developed to improve the delivery of the Community Forestry Curriculum. These lectures were uploaded to the digital learning management system built for FTI.
- We consulted with John Casey of the VPA-SU on the possibility of developing short courses at FTI. Follow-up sessions were held with the VPA-SU training consultant, Mr. Dez Mahoney.
- A joint mission by VPA-SU and PROSPER to FTI was organized, which provided opportunities for in-depth discussions with FTI on the feasibility of establishing short courses at FTI.
- Consultations were held with STEWARD on possible collaboration and coordination of support to FTI. STEWARD is looking forward to support the Mano River Union (MRU) to reestablish FTI as the regional center for excellence for forestry education.

## Lessons Learned

***Introduction of monitoring tools is promising for the effectiveness of the global FTI curriculum.*** As PROSPER continues to address findings from the initial curriculum development and implementation effectiveness assessment at FTI, a system of monitoring instructors and students continues to be important. Extensive work was done this year with the FTI faculty to develop simple monitoring tools and schedules to implement the community forestry curriculum effectively. The tools developed will be used to determine and provide feedback on the frequency of in-class observation, visiting lecture support, and effectiveness in the use of articles and other resource materials on the new FTI website. The tools used by students to evaluate instructors are completely anonymous to ensure that students feel comfortable expressing themselves. The tool designed for regular evaluation of instructors by their supervisors as well as outside observers (e.g., Ministry of Education, FDA) provides for feedback. So far, FTI faculty have been testing these tools beyond community forestry, to include the effective implementation of other courses within their global curriculum.

***Innovative Web-Based Learning Platform.*** As PROSPER works to overcome some of the considerable material and financial obstacles that the faculty and students at FTI face in terms of accessing learning materials on community forestry, the web-based learning option continued to be the most practical. Despite the fact that the computer laboratory and renovated classrooms are not yet linked to the FTI Wi-Fi network (i.e., no internet connectivity), students use their phones and/or tablets to access the Community Forestry Curriculum via the FTI website. PROSPER has taken advantage of this little window to improve the content and performance of the web-based learning platform. The community forestry curriculum was migrated from Wordpress ([www.liberiafti.wordpress.org](http://www.liberiafti.wordpress.org)) to Canvas (<https://canvas.instructure.com/courses/851452>). This digital platform provides FTI faculty and students with permanent and free internet access to lectures, learning activities, and a digital library with more than 250 references including peer-reviewed journal articles and books for FTI faculty and students; articles were updated and added to the digital library. The website also includes links to NGOs and government agencies relevant to community forestry. FTI faculty was trained in the features and uses of the site.

***Reinforcement of Techniques for refining curricular materials.*** As the community forestry curriculum is being introduced, PROSPER is supporting FTI to develop techniques to refine curricular materials to ensure effective delivery and identify redundancies. Continuing investments in FTI's faculty will solidify the redesigned curriculum and ensure continued integration of community forestry into FTI's training. FTI faculty indicated that they have incorporated lesson planning into their teaching but are only beginning to integrate participatory and learner-centered techniques. A three-day workshop was conducted to support FTI faculty as they review and revise their syllabi to reflect interactive teaching techniques and learner-centered principles. Prepared syllabi, lesson plans, and assignments used by FTI faculty who are teaching the Community forestry curriculum, were reviewed. Interactive learning activities, specific readings, and illustrative examples that would augment the Faculty's teaching were suggested to the instructors. In their feedback, they expressed that they can see the value in incorporating the refinement skills learned into other subjects in their wider curriculum. In order to ensure that the faculty succeed in incorporating these techniques into their teaching, PROSPER follow-up will reinforce that FTI faculty are using updated teaching materials and techniques.

***Stop-gap measure to address technical gap in the CF curriculum delivery.*** Beyond the wider group of about 15 instructors being trained by PROSPER over the past two years, about eight of them are directly involved in teaching community forestry. FTI has not been successful in identifying a suitable individual to lead the implementation of the curriculum. As a stop-gap measure, the consultant drafted more than 30 lectures for the Community Forestry Curriculum and uploaded them to the digital learning management system built for FTI. Furthermore, PROSPER will assign staff from Monrovia and from field sites to provide regular support and to monitor teacher development. Opportunities will be created for FTI student

and faculty, and forestry faculty from other Liberian campuses to participate in selected field based activities in PROSPER project site, alongside field staff.

***Improving Coordination of potential opportunities at FTI.*** As the only institution with the mandate to train middle-level technicians in the forestry sector, FTI continues to attract interest from a wide range of stakeholders. This is exerting a lot of pressure on the FTI management, exposing the institution to overload their capacity to coordinate and process all of it in their best interest. In this regard, PROSPER has been in consultation with the VPA Secretariat and STEWARD as they engage FTI on varying topics.

The VPA-SU Support Unit plans to develop and deliver short courses at FTI. The courses will be developed with expertise from the Center for International Development Training (CIDT). Meanwhile, two faculty members, including the Director were supported to participate in a short overseas training course in May 2014. Among other support they intend to provide to the FTI, the VPA-SU will include infrastructural development, materials and equipment support. Courses will be designed to improve capacity for legality and governance, increased transparency and increased job opportunities. VPA-SU also intends to design its courses to demonstrate to public and private sector participants that good practices and compliances can be rewarded, while bad practices attract punishment. Further consultations were held with the VPA training consultant, Mr. Dez Mahoney. Various options for collaboration in the development and delivery of short courses that address legality of commercial forest products, while promoting the rights and interests of communities, were examined.

General concerns for FTI include the tendency to be overwhelmed by increased numbers of opportunities without due consideration of its capacity. In this regard, a more strategic approach to administrative and technical capacity enhancement of FTI faculty must be considered. PROSPER has provided significant support to enhance capacity around curriculum development and delivery. A careful approach to address existing capacity gaps will be extremely valuable for FTI.

Consultations were held with the STEWARD Director in Ghana, on possible collaboration and coordination of support to FTI. STEWARD is looking forward to supporting the Mano River Union (MRU) to reestablish FTI as the regional center for excellence for forestry education. A good understanding of how they intend to approach this will inform the level of engagement PROSPER can provide to this initiative.

## **Strategic Adaptations**

The faculty of the Forestry Training Institute made significant gains in their capacity to develop and implement a community forestry curriculum during Year 1 and 2. Due to the low ability of the faculty to implement the curriculum, PROSPER had taken several measures to overcome the problem. This includes over thirty lectures developed and lodged on the canvas website now set up for FTI. Now, PROSPER plans to deploy staff from Monrovia and from field sites to provide regular support, coaching and to monitor teacher development. A major part of the CF curriculum implementation is the field work. PROSPER will support the faculty to plan, design and provide resources field activities for both staff and students. Field work will be seamlessly phased with project field activities, especially investigations surrounding biodiversity threats

### **Activity 1.4: Work with civil society institutions and communities to support policy dialogue, develop communication and coordination strategies, and support effective stakeholder engagement in the development of NRM land and environmental policy**

#### **ANNUAL RESULTS & DELIVERABLES (YEAR 2)**

National-level forum advocating for citizen and community rights with regard to tenure, property rights, protection, and management of forest resources is established and operational (**Deliverable 10**)

***Submitted/Approved***

## ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Three policy briefs developed (**Deliverable 26b – Former 29**) – *Deferred to first quarter of FY15*

Increased involvement of CSOs in the national level dialogue related to NRM, land, and environmental policy (**Result**)

Communication & coordination strategies among community forestry stakeholders improved (**Result**)

**Note:** Implementation of Activity 1.4 has been combined with Activities 2.2 and 2.3. Refer to Component 2 for list of major achievements and description of lessons learned.

**Activity 1.5: Train communities receiving benefit sharing funds from commercial logging and key partners such as the NBST Board, FDA, private sector actors, and others on more effective and environmentally sound development programs for their communities**

## ANNUAL RESULTS & DELIVERABLES (YEAR 2)

No deliverables due during the period

Improved capacity of communities receiving benefit-sharing funds to develop and manage appropriate community development activities (**Result**)

### Major Achievements

No activities were planned or undertaken for the period.

# 3.0 COMPONENT 2: FOREST MANAGEMENT AND BIODIVERSITY

## 3.1 COMPONENT STATEMENT

The goal of the forest management and biodiversity component is to develop viable models of community-based forest management that lead to more sustainable forest management practices and reduced threats to biodiversity in target areas. Activities under this component seek to build the institutional and human capacity of communities, FDA, and CSOs to implement sustainable forest management while developing an enabling legal framework that is informed by stakeholder experience.

## 3.2 COMPONENT 2 ACTIVITIES

### Activity 2.1: Build community capacity for forest management

#### ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Community Forest Management Handbook revised/developed and used by stakeholders (**Deliverable 12-Merge of Former 12 and 14**) – *Deferred to Q2 FY15*.

Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia (**Deliverable 15 - Former 16**) – *Deferred to Q1 FY15*

Use of Community Forest Management Plans leads to increased community capacity to manage their natural resources and interact with outside actors more equitably in support of their interests (**Result**)

Increased capacity of CFMBs in target sites to manage land and resource conflicts between communities, with GOL and other stakeholders (**Result**)

### Major Achievements

#### *Subcomponent Summary Activities Achieved – Northern Nimba Sites:*

- Community Assemblies (CAs) were restructured to fill vacancies created by the members hired by AML and to be consistent with the CRL regulations.
- Provided regular refresher training for Community Forest Guards (CFGs.)
- Supported CFGs to conduct regular monitoring patrol in the CFs.
- Supported CFMBs to provide regular presentations on community forestry activities at Community Development Steering Committee (CDSC) meetings and other county level forums.

- Supported the re-cleaning and planting of oil palm seedlings on the Zor and Blei CF demarcation lines.
- Conducted settlement mapping in Sehyi proposed CF (Dentol).
- Provided support to CFMBs to address the missteps identified by the FDA in the creation of the CFs.
- Provided support to the Gba CFMB to negotiate with AML regarding the proposal to use (510 acres) to construct a tailings management facility in the Gba CF. The negotiation led to the signing of an agreement and enabled the Gba CFMB to benefit \$150,000 for the loss of timber resources in the Gba CF.

#### ***Subcomponent Summary Activities Achieved – New Sites***

- Established CFOCs that will steer community forest development activities.
- Conducted conflict management and leadership training for CFOCs and community members
- Established Peace Committees that applied conflict management skills and intervened in major community level disputes.
- Supported and led the mitigation of boundary land disputes in Southern Nimba (Gblor-Kparblee) and Grand Bassa (District 4 and Barconnie).
- Conducted outreach and awareness on CRL and CRL regulations at the community level.
- Supported community members and CFOCs to participate and present in CDSC and other county level forums on community forestry activities.

#### ***Community Assembly (CA) Support in Northern Nimba***

- Community Assemblies (CAs) in the old sites in Northern Nimba were restructured to be consistent with the CRL regulations. The exercise allowed the communities to fill in gaps created as a result of board members vacating their positions to take up employment with AML and others. The exercise also enabled PROSPER to incorporate other towns and villages that were not identified initially but have a shared interest in the respective community forests.
- To build the organizational capacity of the restructured CAs, PROSPER facilitated a series of workshops and meetings in record keeping, office management and the use of permitting systems. The permitting system is designed as a pilot to enforce rules on the use and management of fire, farming, fishing, hunting, and NTFP collection in the Zor, Gba and Bleih community forests. These rules were reviewed and revised but not finalized due to delay in lifting the moratorium on community forestry, which did not occur until April 2014.
- The permit system was reviewed and validated with the Gba and Zor CFMBs and Blei JCFMB. The permits are being issued initially at no-cost to only primary users of the forest resources until FDA approves the Community Forest rules. Secondary users are being charged minimum fees through negotiation with the CFMBs. Permits were distributed in and around border areas and in towns within close proximity to the three Community Forests. Once these rules are approved by the FDA, primary users will also be charged minimal fees to exploit the CF.
- The CF rules were reviewed and revised with the CFMBs in Northern Nimba (see above). The rules will be finalized and submitted to the FDA by the CFMB for approval.

#### ***Support to Gba CFMB and AML Negotiation***

- After many meetings and negotiations, the Gba CFMB and AML finally signed an MOU to use 510 acres of the Gba CF for the construction of a Tailings Management Facility (TMF). The MOU states that AML will give the CFMB the sum of US\$150,000.00 for lost resources for the initial 60 acres of the TMF that AML is currently clearing. The intent is that the funds will be used by the Gba CF to extract and sell resources from the remaining 450 acres prior to AML commencing TMF operations in those areas in April 2015. The MOU also states that AML will clear and create access roads to the 450 acres for the CFMB. PROSPER will continue to support the Gba CF by providing guidance to the CFMB to develop a business plan, revise its management plan to be consistent with the MOU, and create a benefit sharing protocol that will help the CFMB use the funds appropriately.

### ***Regular Refresher Training for Community Forest Guards (CFGs)***

- Throughout the year, PROSPER worked closely with AML to provide a series of trainings to the forest guards at the three northern Nimba CF sites. The training helped to define the community outreach and data collection roles of forest guards and provided practical training in the use of GPS units. Forest guards are now routinely patrolling the forest, collecting data and reporting to the CFMB. The training provided was captured in modules that will be included in the “How-to” manual series.

## **NEW SITES**

### ***Proposed Community Forest Mapping***

- Preliminary mapping of community forest land and clan-level mapping was completed with support from Tetra Tech Geospatial Specialist, Nick Thomas. This information will support the future boundary demarcation and zoning exercises related to forest management and assist with planning consultations with neighboring communities and stakeholders, a requirement of the CRL regulations.

### ***Establishment of CFOCs***

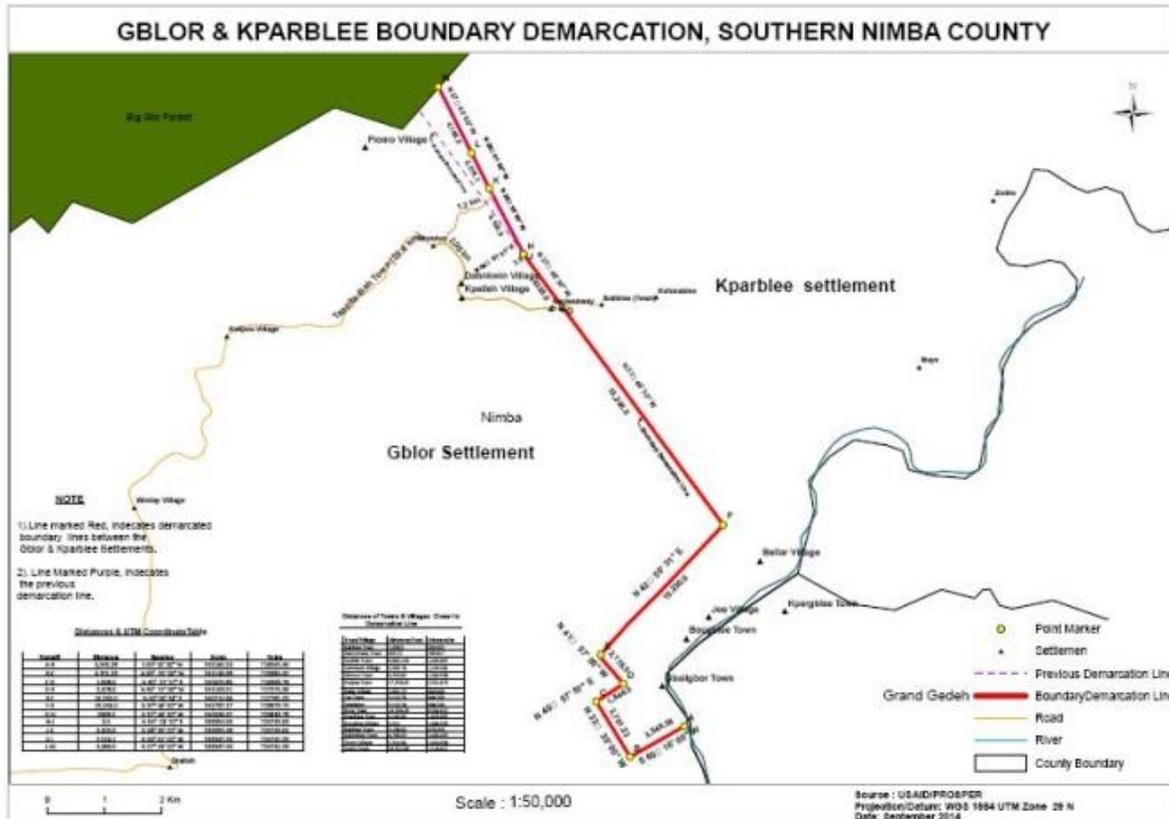
- In all of the new PROSPER sites, Community Forest Organizing Committees (CFOCs) have been formed. These CFOCs are established to lead the community through the nine steps to attain authorized community forest status in the upcoming months. Several important steps in this process that will be guided by the CFOCs include: the demarcation of community forest boundaries, the intervention in disputes that arise from forest and land related boundary issues, the facilitation in the formation of the CAs. To that end, the CFOCs in all the new sites have been representing their respective communities in county and national level forums to provide updates on community forestry activities. In order to enable the CFOC to adequately provide such oversights, PROSPER provided capacity building trainings in conflict management and outreach and awareness with a particular emphasis on the implementation of the CRL and its regulations. During this process, a particular emphasis was placed on the inclusion of women with the processes, consistent with the gender integration strategy adopted by PROSPER. As a result, 40% of the CFOCs consist of women leaders.
- The community mobilizers and the FDA cadre staff have been providing close supervision and technical support to the CFOCs in the area of community mobilization, report writing and skills development with regards to providing presentations on the CF process.

### ***Conflict Management Training Outcome***

- The Peace Committees that were established in each of the PROSPER communities following the conflict management and leadership trainings continue to intervene primarily in land and other domestic disputes, applying the skills they were taught by PROSPER. Members of these committees received a conflict management refresher training, which they have already been able to apply to non-CF issues. The Peace Committees will be responsible for managing any conflicts that arise internally,

or with adjacent communities when the demarcation process for the CF is initiated in Year 3. The conflict management training modules draw on boundary demarcation issues identified in preliminary CF mapping exercises and a series of alternative dispute resolution skills. The modules will be incorporated into the forthcoming Community Forestry Management Handbook (Deliverable 12).

**Gblor and Kparblee Dispute Resolution (Southern Nimba)**



- Members of the Peace Committees in Kparblee District and Gblor Clan in Nimba County have joined a County Dispute Resolution Committee to mitigate a long-standing boundary dispute between the two clan groups that represent two different ethnic groups: the Gio and Krahn. This process was facilitated through an *ad hoc* committee led by the County Inspector. The Carter Center and Norwegian Refugee Council (NRC) were represented on this committee along with PROSPER, with PROSPER ultimately taking the lead in facilitating the resolution. On two different occasions in the past year, the boundary demarcation process was thought to be resolved. Unfortunately, allegations of boundary encroachment were raised from both sides and the process was sidelined, requiring additional PROSPER support. PROSPER proposed to all parties that a conflict management process be initiated and facilitated using the process PROSPER established and piloted in northern Nimba. This process involves conflict analysis, stakeholder engagement at the community level with those most affected by the conflict (as opposed to the county and community leadership level), mapping, negotiations, training in GPS and surveying, and joint demarcation. All parties agreed to support this process and a budget was developed for the process to be supported by all parties including the Carter Center, NRC and the County authority. Due to the scaling down of partners' work in the county, NRC and the Carter Center withdrew their support from the process leaving PROSPER with the responsibility to underwrite the cost (which was intended for all partners to fund) and facilitate the mitigation. Following several failed attempts to continue the demarcation, Tetra Tech Geospatial Specialist, Nick Thomas, provided support by using GIS imagery of the potential boundary to

convince stakeholders about the legitimacy of the demarcation process. In keeping with this approach, the GIS images of the line were revealed and explained to the parties at a well-attended stakeholder meeting. A follow up meeting was held with the Commissioners of the two districts to help them further understand the different options and the implications associated with each. The Commissioners agreed the demarcation should proceed as described on the map. Accordingly, PROSPER facilitated and led the demarcation process successfully (covering approximately 6.8 miles/11 km) which now serves as the basis to finally formalize the agreement between the disputing parties. PROSPER will collaborate with the County and District authorities to develop a resolution which will incorporate all the previously attempted resolutions and organize a ceremony for the signing of the most recent resolution. It was also agreed that the construction of a monument will be sponsored by PROSPER and erected at the starting point of the demarcation to commemorate the effort of both clans in resolving the long-standing dispute.

#### ***District 4 Dispute Intervention (Grand Bassa)***

- Since PROSPER's engagement with the Kpogblean Clan in District 4 to support community forestry activity, there has been an on-going disagreement from three of the 18 towns around the forests that had been proposed for community management. The two forest areas, known as the Martro and Kortro, are located on the west and east side, respectively, of the road that runs through the Kpogblean clan. The contention that led to a series of meetings was caused by the increased desire to log the Kortro forest for immediate benefit to the community, as well as significant political interest in the issue by the local Representative. A planned large public meeting intended to harmonize the interests of the stakeholders in order to address the situation was delayed numerous times and then postponed indefinitely, due to the Ebola crisis. Subsequently, it is anticipated that PROSPER will continue to support the process to help the community reach a common consensus to work together to obtain community forest status consistent with the CRL and its regulations. In the absence of large public meetings, PROSPER will explore other methods of supporting consensus building (e.g. shuttle diplomacy).

#### ***Barconnie Boundary Land Disputes Intervention (Grand Bassa)***

- During the year, PROSPER worked with the Garwein and Bleewien Sections in the Barconnie community to mitigate a boundary land dispute between the sections. For the past two years, both have been claiming legal ownership of land that covers virtually the entire Barconnie community and the mangrove forest area that is proposed for community management. During the reporting period and through a series of stakeholder meetings, PROSPER verified the different legal documents presented by both parties using the Land Commission's standard to authenticate a land deed and other land related documents and found that the document did not meet the standard to serve as a legal reference to protect a claim over a piece of land. Following additional awareness on the new Land Rights Policy and the implications associated with fraud, the stakeholders representing the sections reached a consensus to revert to their customary ownership claim and established a strategy that would prepare them to acquire legal status following the passage of the Draft Land Rights Laws before the legislature. As a result of the engagement, the stakeholders established a committee consisting of representatives of both sections, the Commissioner's Office, and CFOC to facilitate the process for the communities to acquire legal ownership over the land. It is anticipated that PROSPER will support the committee to develop a resolution that contains the agreement of the stakeholders and provide support to link the committee to the Customary Land Taskforce for further assistance in achieving their mandates.

### **ALL PROSPER SITES**

#### ***Awareness through Posters***

- Ten posters were developed in Year 1 to support awareness-raising and outreach related to the community forestry process. These were revised in Year 2 to clearly reflect the nine steps to obtain CF status. Refresher orientation and training on the use of the posters was provided to PROSPER staff and key community members so as to facilitate local town meetings throughout the year.

#### ***CFMBs Participation in CDSC Meeting and Other Forums***

- Members of the CFMB and JCFMB in northern Nimba, along with PROSPER staff, remained active as participants in the Nimba County Economic Revitalization Pillar meeting, and the County Development Steering Committee meeting. Both are organized by the Nimba County Administration and provide opportunities to share information with local policy makers and leaders. In addition, CFMB and JCFMB representatives participated in the Nimba County Forestry Forum meeting. CFOC representatives from the new sites also attend the pillar meeting and CDSC meetings and provided updates on the progress of community forestry related activities with the support of PROSPER in Nimba and Grand Bassa counties.

#### **OTHER COMMUNITY FOREST SITES**

- PROSPER also supported the Numopoh CFMB in Sinoe County to present their land use issues to the CFWG. The Numopoh community falls within the Golden Veroleum (GVL) concession area, and GVL is looking for 8,000 hectares of secondary forest to convert to oil palm plantation and nursery areas. The community is concerned that this will force them to clear additional primary forest areas that will then be further converted to oil palm by GVL, leaving the community with fewer intact forest areas. They also requested assistance from the FDA and CFWG partners to better understand Social Agreements and what could be negotiated within these contracts. The original Social Agreement signed between the Numopoh Community and GVL was negotiated by the County's Development Superintendent without consultation with the community. This agreement has been cancelled and a new agreement will be negotiated in the upcoming months. To support the communities in this process, the CFMB is collaborating with three NGOs working in Sinoe County: SDI, SAMFU and Green Advocates.
- Victor Kelgbeh, Chair of the Numopoh Community Forest Management Body in Sinoe County, also presented at the Forest Governance Forum in Monrovia along with Saye Thomson, Chairman of JCFMB, and the PROSPER ODGA and DCOP. Mr. Kelgbeh's presentation focused on the relationship between agriculture concessions and community forestry and the implications for forest management. He highlighted the threat of GVL converting large portions of the secondary forest into oil palm plantations, calling for support from the CSOs. He further noted that this issue has continued to challenge the Numopoh CFMB since the end of PROSPER's predecessor program, LRCFP. Several CSOs at the presentation, alarmed that the CFMB might not have enough outside support to negotiate with GVL, voiced concern that failure to provide support to the CFMB might jeopardize the progress made in the Community Forest despite the considerable investments put into establishing it. Following the presentation, PROSPER provided support to the CFMB to gather feedback from the presentation and to develop a way forward with CSO support to the CFMB.
- PROSPER continued the support to Community Forest representatives from the Bloquia and Neezonie clan groups in Grand Gedeh County to regularly brief the CFWG on the development of their CFMAs, which were facilitated by the FDA in 2011. The representatives reported that they had signed an MOU in 2011 with a logging company prior to the official signing of the CFMA. However, the communities began to oppose the logging operations because the access roads, which were agreed to by the logging company and intended to provide the communities access to Zwedru, were being relocated to areas not benefitting the communities, as per the MOU. As a result, the communities proposed the cancellation of the MOU with the logging company and were seeking advice on how to do so. To add to the confusion, it was also learned that the communities were not

adequately informed of the process involved in establishing a Community Forest and CFMA. It was based on the CFMA that the community entered into the MOU with the logging company. Following the disagreement with the logging company, the leadership of this community participated in a number of CFWG activities through which the nine steps to obtain an authorize forest community status were explained. Eventually, the leadership realized that their CFMA had not followed the steps required for legitimacy under the CRL and CRL Regulations. They raised concerns that all the agreements, including the MOU signed with the logging company, may later be found illegitimate and would therefore compromise any other social agreements or benefit-sharing schemes that have been negotiated with the logging company. The community representatives were advised to write directly to FDA explaining the issues. In response to this concern and many other criticisms from CSOs about the legal flaws uncovered by the visit of the EPA to the area, the logging company was ordered closed pending further investigation. In the meantime, PROSPER continued to provide support to members of the CFMB to participate in national level forums so as to remain updated on forestry sector news. As part of the support, members from the Neezonie and Bloquia CFMB attended the Forest Governance Forum in order to learn more about community forestry and solicit support from stakeholders for community forest management.

## Lessons Learned

***Benefits are key to successful CBNRM.*** There needs to be an increased emphasis on identifying and piloting a diverse range of benefits for communities establishing Community Forests. Tangible benefits (financial and non-financial) are needed for the long-term. Special attention will be given to women, youth and vulnerable groups to ensure that they are also included as beneficiaries of CBNRM.

- NTFP management for community forests and their members is a critical benefit that we need to help CFMB's manage.
- Small-scale timber harvests based on sustainable harvest regimes could add to incomes for Community Forests and local stakeholders.
- Livelihoods that are more focused on supporting Community Forests and their stakeholders need to be developed.
- Equitable benefit sharing mechanisms to ensure everyone has a voice in how benefits are used/shared also should be developed.

***More forest management expertise is needed.*** If we are to increase benefits from sustainable forest management activities it is critical that we have and transfer (to communities and the FDA) skills and abilities in setting up simple but sustainable timber and non-timber management regimes and protocols. We need expertise to do inventories, estimate timber volumes and values, estimate sustainable cuts, and support CFMBs to liaise with collectors and buyers. Our efforts should lead to viable models for ensuring low impact, community based, sustainable timber and NTFP harvests that provide improved incomes for communities. This will encourage more community forestry and ensure improved forest governance, sustainable forest management and more equitable distribution of the wealth of Liberia's natural resources

## Strategic Adaptations

***Improving communication and cooperation on Community Forest Management in the Northern Nimba Landscape***

In the PROSPER SoW, it is envisioned that PROSPER will work in cooperation with the other forest stakeholders in northern Nimba to institute a larger landscape-level planning process. PROSPER works with several stakeholders in this very nascent process of improving biodiversity conservation in Nimba County at a much broader scale. These stakeholders include: AML, a mining company that is the largest tax payer in Liberia and dependent on meeting biodiversity conservation criteria to qualify for IFC funding; Conservation International-Liberia, an international NGO that is almost exclusively funded in northern Nimba by AML; Fauna and Flora International, a conservation organization that is also funded by AML to conduct conservation work in northern Nimba (and a PROSPER partner); the FDA, whose conservation department is active in the ENNR and is dependent on AML funding to build their capacity and conduct basic management tasks; and county authorities. With the exception of the FDA and county government, the other stakeholders are relative newcomers to the northern Nimba landscape.

Historically, the relationship between the communities and the FDA has been acrimonious. Not only has the FDA used the forest resources of West Nimba State Forest (now the Gba CF) without compensation to the community, but the East Nimba Nature Reserve (ENNR) was created without community consultation in 2003. The relationship has only recently improved in large part due to the signing of CFMAs over the three CFs of northern Nimba, and a negotiated agreement between the communities and FDA to co-manage the ENNR.

Clearly, community engagement is necessary to ensure that conservation objectives (and forest management more generally) are reinforced. However, the communities of northern Nimba are in a “David and Goliath” situation so far as their rights and interests are concerned. They are also in a relatively weak position to both understand the issues that are driving the land use planning objectives of the other stakeholders in northern Nimba.

This has resulted in communication challenges among stakeholders who get together irregularly at meetings of the Northern Nimba Biodiversity Stakeholders Group (NNBSG) and inconsistently share work plans. Over the past year, relations became strained, with members of the NNBSG accusing PROSPER of inciting communities against AML and its partners, while the communities remain frustrated at the NNBSGs minimizing communities in the process to create a transboundary-protected area/biosphere.

As a result, a meeting was called by PROSPER in early 2013 to address these issues. It was attended by community representatives and leaders, District Commissioners, the FDA, CI, AML and PROSPER. The purpose of the meeting was to clarify the various interests of the stakeholders so as to move forward with co-management of the ENNR and landscape-level planning more generally. However, shortly thereafter, AML and CI called a meeting in which the communities were asked to put aside the co-management agreement they had signed with the FDA, in exchange for the establishment of conservation agreements with the communities that would provide them with benefits. The communities agreed to this for a test period of 5 years, so long as they would remain engaged in some capacity in the management of the ENNR through the co-management committee.

During the year, AML sponsored the development of an ENNR management plan, which every stakeholder agreed to implement. Following the approval of the ENNR Management Plan, FFI developed a draft proposal to implement the management plan and CI has been piloting the implementation of the conservation agreements incentive schemes in towns around the ENNR. The scheme is intended for use as one of the approaches for communities around the ENNR to benefit in exchange of the conservation of the ENNR. PROSPER continues to support community members participation in meetings organized by the NNBSG. The PROSPER technical team has been participating and presenting at the NNBSG meetings on activity relating to community forestry in the northern Nimba landscape at the local and national level.

Accordingly, PROSPER will continue to identify the best approach in exercising its role in landscape planning in northern Nimba to focus on the community forest areas. At the same time, PROSPER will provide information to communities to improve their understanding of other stakeholders' rights and interests so that the communities may make informed decisions regarding land use planning in the larger landscape and defend their interests in negotiations over these questions with other stakeholders.

## **Activity 2.2: Strengthen capacity of FDA, EPA, and CSOs to support sustainable forest management**

### **ANNUAL RESULTS & DELIVERABLES (YEAR 2)**

National level forum advocating for citizens and community rights with regard to tenure, property rights, protection and management of forest resource **(Deliverable 10) Submitted/Approved**

Increased capacity of GoL agencies and CSO to support and implement community forestry in Liberia **(Result)**

### **Major Achievements**

#### *Subcomponent Achievement Summary*

- CFWG capacity strengthened
- Supported CFWG to conduct outreach and awareness on CF applications outside PROSPER's sites
- Delivered CF topics through lectures at FTI
- Designed and delivered CRL and CRL Regulations training for FDA, EPA and CSOs
- Continued capacity support to FDA cadres
- Developed tools and methodology for CF application screening and supported screening
- Continued engagement with national level CF related partners
- Continued engagement in NNBSG
- Three messages/models on biodiversity developed
- Collaborated and made presentations at the Nimba biodiversity stakeholders forum (NBSF)
- Participated in the tripartite trans-boundary meetings ( Ivory coast, Guinea, and Liberia) for sustainable management of Mt. Nimba

#### *Capacity Building Support to FDA Cadre and EPA*

- The five FDA staff identified as a cadre have been working closely with the PROSPER field and Monrovia-based staff to implement the program in all of the program sites. These staff regularly contribute to PROSPER programming, receive training, and facilitate work side-by-side with their PROSPER counterparts. Starting in the final quarter of Year 1, EPA County-based staff in Sanniquellie and Buchanan has also been included in these efforts. Koko Dennis, the Monrovia-based FDA cadre member, and PROSPER/FDA Coordinator, has actively contributed to the development of training modules related to mapping and boundary demarcation.
- A retreat organized in August to reflect on the implementation experiences during Year 2 was attended by the FDA cadre staff and CSO partners. These same participants also contributed to the annual work planning sessions along with the technical manager of the CF Department at FDA, and the EPA head of Office in Sanniquellie.

### CFWG Support

- As projected in the Year 1 annual report, Tetra Tech Communications Specialist, Morgan Hillenbrand, returned to Liberia and provided additional training in the development of video products using the footage the PROSPER team had assembled. The Media Kit used to develop this footage is being used by the PROSPER team to provide refreshers to CFWG members throughout the year.
- PROSPER has supported meetings and the work of the CFWG throughout the year. An important subcommittee has been set up to support the Community Forestry Department of the FDA to screen CFMA applications for consistency with the requirements of the Community Rights Law (CRL) and the CRL Regulations. The committee nullified the previous 47 applications that were screened, citing lack of proper documentation as required by the CRL and CRL Regulations. With support from PROSPER, the FDA and CFWG develop a revised criteria and methodology for screening CF application. The tools allow for stakeholders present at a screening meeting to use objective criteria in determining whether an application has met the CRL requirements. Applications that meet the criteria are approved and authorized to move to the next step of the CFMA process. To date, 20 applications, including the seven from PROSPER-supported sites, have been screened for compliance with the CRL and approved to move on to the next step in the process.
- Currently, there are more than 100 applications for Authorized Community Forestry Status pending review by the FDA. Many of the applications were received when the CF Moratorium was lifted by the FDA Board in April of this year. The increase was also due to the aggressive FDA and CFWG outreach and awareness campaign throughout Liberia explaining how to attain CF status, which was supported by PROSPER. The activity was piloted in Western Liberia and later launched to all communities in eastern Liberia that had applied for CF status. Additionally, PROSPER supported CFWG members, SAMFU and SDI to visit CF sites in Sinoe and Grand Gedeh County in response to a request from the Numopoh and Nitrian CFMB (Sinoe County) and the Bloquia and Neezonie CFMB (Grand Gedeh County). In Sinoe, the communities were looking for support to negotiate a Social Agreement with Golden Veroleum whose concession area will affect the CF areas of these communities. While in Bloquia and Neezonie, the visit sought to verify the allegations of the community resistance to a company, who had earlier on signed an agreement that was believed to be inconsistent with the law.

### Delivered CF Topics through Lectures at FTI

- In the first quarter of 2014, PROSPER GIS Specialist, Emiko Guthe, spent three weeks in Liberia providing hands-on training to the new PROSPER GIS Specialist, as well as staff from FDA and FTI. FTI staff were eager to receive the training and were active participants during the training. However, the FDA staff barely attended the training despite their need for increased capacity. PROSPER will continue to provide training opportunities to FDA and will encourage better participation. In order to ensure that capacity building efforts are not being duplicated, Ms. Guthe met with the EU/VPA (Voluntary Partnership Agreement) projects that are responsible for developing FDA capacity to implement the VPA. This engagement will also be critical moving forward in the development of standard operating procedures since the Legal Verification Department at FDA (supported by EU) is mandated to develop these standards.

### Presentation at Land Commission and other forums

- The PROSPER DCOP and the ODGA presented on land tenure and property rights issues, as well as other community forest management presentations. (see attached PMP Indicator 1.4)

## Lessons Learned

**Capacity constraints remain a significant challenge within PROSPER.** Building professional capacity continues to be a challenge and even many educated PROSPER and FDA staff possess very minimal reading and writing skills, making it very difficult to develop a reporting system that properly documents problems and successes in the field. For example, at least one FDA cadre member admitted that he had never read the CRL or its Regulations despite having been in the Community Forest Department prior to the passage of the law. While training can be designed to address this shortcoming, it is difficult to receive analysis and feedback from the field in any way other than spoken communication. Additionally, many that are unable to effectively write a report are embarrassed to attempt to submit one. This affects reporting as well as general communication. While PROSPER has put in place an internal phone system to encourage communication, PROSPER's Component Leads are often over-burdened with producing reports for others in the field because of the lack of their capacity to produce their own reports. As such, implementation of field activities are often slowed down or hindered in order to ensure proper oversight and documentation. This has not affected the USAID contractual obligations of PROSPER, but is merely a commentary on some of the difficulties involved with implementing programs.

**A revitalized FDA needs more support.** The FDA has come out of the PUP scandal with a stronger leadership team and a clear mandate and desire to lead the forestry sector, in general, and community forestry efforts, specifically. PROSPER needs to work closely with the FDA Community Forestry Department to ensure they have the skills and tools they need to lead. PROSPER has been working closely with FDA at the county level, but now PROSPER will focus more on the central office support as well to ensure improved systems and procedures for CF, now that there is a willing team in place and the possibility for transformative change in the institution.

**A national civil society network is needed to support community forestry.** Successful CBNRM programs have a strong national network of CSOs and NGOs that can advocate effectively for the needs of community forests. Often created through regional fora there are multiple options for forwarding this national network in Liberia. PROSPER needs to actively support the creation and functionality of this network and the capacity of key CSOs and NGOs in the network capable of leading and forwarding community forestry. PROSPER will target support to certain CSOs and NGOs to ensure that they have the human and institutional capacity to ensure the sustainability of community forestry once PROSPER has ended.

### Activity 2.3: Support development of legal framework for CF and LTPR

#### ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Legal analysis (**Deliverable 14 – Former 15**) *Submitted/Approved*

Policy briefs (**Deliverable 26 – Former 29**) *Submitted/Approved*

Increased capacity of communities implementing CF management plans and their civil society supporters to interact routinely with national-level decision making bodies to provide recommendations to improve the legal regulatory framework for CF (**Result**)

## Major Achievements

### Subcomponent Achievement Summary

- Support to CF community participation in CFWG activities
- Presentation at Land Commission and other forestry related forums
- Legal analysis finalized and delivered (Deliverable 14 – Former 15)
- 3 policy briefs developed, delivered and approved (Deliverable 26 – Former 29)

- 10 national level presentations on experiences and lessons on critical legal issues and LTPRs developed and presented consistent with targets.

#### Support to CF community participation in CFWG activities

Several presentations were made to the CFWG throughout the year regarding the forestry policy environment in Liberia and to provide information to stakeholders and decision-makers. This included two presentations by the Chair of the Numopoh Community Forest Management Body regarding Golden Veroleum concession activities in the community, and logging company interest in the Numopoh Community Forest. This information was used to inform the development of presentations to the Land Commission (see above) and alert members to land management pressures related to logging and oil palm development. The presentation resulted in the FDA sending staff to Numopoh to support the CFMB to represent their interests' vis-à-vis Golden Veroleum and potential logging contractors.

Members of the Neezonie and Bloquia Community Forest Management Body (Grand Gedeh County) also presented their concerns to the CFWG regarding the way that their CFMAs were developed and whether or not it was in compliance with the CRL and its regulations. This presentation alerted the FDA to the community's concerns, triggered an investigation by the FDA, and emphasized the need to further scrutinize existing CFMAs.

#### Presentation at LC and other fora

The DCOP and ODGA are active members of the Customary Land Implementation Task Force in the Land Commission. The ODGA participated in a meeting of the Customary Land Implementation Task Force at the Land Commission and presented PROSPER mapping methodologies to the members. This process could be adapted by the Land Commission to support the identification of community lands and as part of the implementation of the new land policy. The Task Force is compiling information and making recommendations on how to operationalize the customary land rights category of the new Land Rights Policy that recognizes community ownership over land. In support of the National Land Rights Policy, PROSPER provided comments through an NGO backed statement on the new policy based on the experience of identifying community forest areas under LRCFP and PROSPER. Of particular concern is how community lands under existing concessions will be treated at the end of the concession agreement term.

#### Legal analysis finalized and delivered (Deliverable 14 – Former 15)

The Environmental Law Institute (ELI) was contracted to conduct a legal analysis of the community forestry framework to identify areas for reform. In performance of the contract, ELI conducted interviews with forestry stakeholders including representatives from civil society, government, private industry, and authorized community forests in Nimba and Sinoe counties (Zor, Gba, Numopoh and Nitrian). Following the interviews, ELI legal expert, Sandra Nichols and the ODGA held a workshop to validate the findings and present recommendations for comment. The final report, inclusive of an annotated bibliography and recommendations for legal framework reform, was finalized and delivered in this fiscal year.

#### Three policy briefs finalized and delivered (Deliverable 26 – Former 29)

Three Policy Briefs (Deliverable 26 – Former 29) were submitted to USAID in Year 2. Information gleaned from these reports has not yet been distributed to all stakeholders, but it has led to closer coordination between the VPA and PROSPER, helping structure a better way forward with assisting the FDA.

### **No major strategic adaptations or lessons learned**

## Activity 2.4: Increase knowledge of forest ecosystems and design appropriate interventions

### ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Biodiversity assessments completed for new sites **(Deliverable 21 – Former 24) – Submitted/Approved**

Initial assessment on viability of two Payments for Ecosystem Services (PES) schemes **(Deliverable 27 – Former 30) – Submitted/Approved**

Biodiversity Monitoring Handbook for Community Forest Managers revised/developed and available **(Deliverable 13) - Submitted/Approved**

Increased understanding of biodiversity in selected sites **(Result)**

## Major Achievements

### Subcomponent Achievement Summary

- Supported Component 3 to conduct wood-based product assessment in all sites
- Drafted and submitted to USAID the Bio-monitoring Handbook developed by FFI
- Worked with FFI to develop a scope of work for a more detailed threat assessment process as well as a scope to begin setting up bio-monitoring protocols (based on FFI's bio-monitoring handbook produced last year) for all the PROSPER sites.
- Developed conceptual models of priority biodiversity threats through an internal biodiversity threat assessment. Developed those models into Theories of Change around priority threats to support activity development and monitoring of project impacts/outcomes.

Through PROSPER's sub-contract with FFI, the Component 1 L/EDOA worked with the Communications Unit of FFI to develop a draft Biodiversity Communications Strategy and initial concepts for the development of outreach materials. The initial biodiversity assessments carried out in the new PROSPER sites and the draft lessons learned report from the 1<sup>st</sup> Annual Outreach campaign provided guidance to the development of these drafts.

The draft of the bio-monitoring handbook prepared by FFI was reviewed and submitted to USAID. Revisions will be undertaken following discussions with the COR in the upcoming months and following implementation experiences at the field level

There is a need to improve our knowledge of the threats facing community forests in the PROSPER sites. The initial threat assessment provided good information at the startup of project activities, but as the project has matured, the need for better information about and better *integration* of biodiversity into PROSPER activities has become evident. PROSPER has worked with FFI to develop a scope of work for a more detailed threat assessment process as well as a scope of work to begin setting up bio-monitoring protocols (based on FFI's bio-monitoring handbook produced last year) for all the PROSPER sites. The planned bio-monitoring consultancy that would lay out our action plans for operationalizing simple bio-monitoring systems for the PROSPER community forests was suspended due to the Ebola crisis. Notwithstanding, the COP led a training of PROSPER staff on the development of a conceptual model on key threats to biodiversity. The model was substantiated by key informant interviews with biodiversity experts from Environmental-NGOs. The priority threats identified were: shifting agriculture, bush meat hunting, and chain sawing. Additionally, charcoal production/mangrove cutting and human-caused sea turtle mortality were identified as priority threats to Barconnie's proposed CF. PROSPER has used the "Theory of Change" concept to identify activities across all PROSPER components, that will mitigate the threats in Year 3 and allow us to develop measures of the impacts and outcomes resulting from our activities.

# 4.0 COMPONENT 3: LIVELIHOOD AND ENTERPRISE DEVELOPMENT

## 4.1 COMPONENT STATEMENT

There is likely no single alternative livelihood - no silver bullet – available to PROSPER that would guarantee a return high enough to quickly shift behaviors away from more destructive activities. In Year 2, PROSPER continued a range of activities that could, in combination, go a long way to reducing dependence on these behaviors. Wood-based enterprise development opportunities were assessed by an external consultant in the third quarter of FY 14, crop diversification activities were established, especially benefiting women, and new activities were launched with cocoa and to a limited extent, oil palm. Multiple meetings and attempts also led to the conclusion that PROSPER’s involvement in the Griffonia NTFP value chain cannot be further developed due to a lack of willingness among key stakeholders to create a win-win situation for both collectors and buyers. The implementation of this component was also hindered starting in the fourth quarter due to the outbreak and spread of the Ebola virus throughout Liberia.

Component 3 made some strategic implementation changes in Year 2. The extension method that used Farmers Field Schools as dissemination of Good Agricultural Practices (GAP) was terminated because the adoption rate among farmers on what had been demonstrated at the FFS demonstration plots was low. Measures to increase production were not adopted by farmers because the extra labor these measures required did not translate in a huge increase in yield. Further, the FFS approach by PROSPER was based on providing members with a meal, which made the FFS program an expensive activity with marginal results and an inappropriate incentive. Lessons learned from the FFS about farmer behavior change and adoption patterns were taken into account and were applied in the crop diversification activities implemented in Year 2.

The training of the Commercial Palm Oil Producers (CPOPs) was very successful. The training that was organized in concert with a technician from the USAID SHOPS project and a representative of the manufacturer concentrated on preventive maintenance and proper operation of the Freedom Mills. This training led to a large volume of palm oil produced and an increased number of persons that used the services of the CPOP to process their palm fruit into palm oil.

## 4.2 COMPONENT 3 ACTIVITIES

### Activity 3.1 Increased number of sustainable agro/forest based enterprises

#### ANNUAL RESULTS AND DELIVERABLES (YEAR 2)

Sector surveys and analyses for selected forestry and agricultural value chains **(Deliverable 2a)**  
**Submitted/Approved**

Selected (non-NTFP) forestry and agricultural value chains - Sector surveys and analyses for selected forestry and agricultural value chains **(Deliverable 2b)** **Submitted/Approved**

Community-based forestry, agroforestry, and agricultural enterprises introduced in PROSPER sites **(Result)**

Increased economic benefits accruing to CPOPs and CPGs **(Result)**

#### NTFP ACTIVITIES

##### Major Achievements

PROSPER established Griffonia monitoring plots in northern Nimba. The monitoring plots were part of the PROSPER Environmental Monitoring and Mitigation Plan (EMMP). The purpose of these plots is to measure the impact of harvesting Griffonia seeds from the forest floor on the development of the Griffonia population over a period of time. ASNAPP, contracted by PROSPER, designed and implemented these plots in Zortapa and Zorlepula. A draft report on the first year's findings was submitted to PROSPER in July. This draft report provides baseline numbers for future reference, and does not provide any conclusions at this early stage as to whether the intense collection of seeds would lead to a loss in Griffonia plant population. PROSPER conducted a field day for the members of the CFMBs of the ZOR CF and the Bleigh CF. The members were trained on the purpose of these monitoring plots and how the findings could be of important interest for the management plan of the CF and a future permitting system that would support sustainable harvesting volumes.

##### Lessons Learned

PROSPER's goal throughout the quarter was to identify established entrepreneurs who are interested in leading the mobilization and trade of Griffonia as a business activity, with the understanding that PROSPER's role as a collaborator would be focused on building capacity. This model would consist of one lead entrepreneur (with contacts and experience with Griffonia export) and other lead entrepreneurs in Nimba and Grand Bassa that only have experience in aggregating NTFPs. PROSPER staff first identified and interviewed lead entrepreneurs to determine their willingness to engage with PROSPER in this strategy. PROSPER conducted interviews with three entrepreneurs/traders in Northern Nimba, Tappita and Monrovia. The three lead entrepreneurs were selected because they have a track record of trading and dealing with Griffonia (and other NTFPs). They know the business and have extensive connections and experience with collectors, sub-agents and buyers abroad.

Further meetings with these entrepreneurs made it clear that the major obstacle hindering the progress of a Griffonia value chain in Liberia is the lack of transparency in the price offered to collectors and agents. Ivorian buyers have dominated the Griffonia trade by paying US\$ 3.25/kg or LD\$ 275/kg to agents in Nimba and Grand Gedeh County, and the agents' in turn buy from the collectors at LD\$ 125-150/kg. Similarly, it was revealed that the exporter in Monrovia promised agents to pay US\$ 3.25/kg and wanted the agents to transport the Griffonia to Monrovia without transportation compensation. As a result, the agents and entrepreneurs in both Nimba and Grand Gedeh preferred to sell the Griffonia and other NTFPs (e.g. Voacanga (*Voacanga Africana*), West African Black Pepper (*Piper guineense*) and Xylopia (*Xylopia aethiopica*) to buyers from Ivory Coast because these buyers offer competitive prices and better conditions than exporters in Monrovia.

Lack of transparency, trust and general unwillingness to create a win-win situation by only maximizing profits especially by the Liberian Griffonia exporter, has made it extremely difficult for these NTFP

entrepreneurs to work together in developing the Griffonia value chain in Liberia. As a result, PROSPER determined it was not cost-effective to continue support to develop a Griffonia value chain. In addition, Griffonia is a product of secondary forests and can be out-planted to supplement wild harvests. Therefore, the linkage to biodiversity threats to primary forests is weak.

### **Strategic Adaptations**

As a result of lessons learned, PROSPER will no longer support Griffonia collection and focus on other potential NTFPs. The program will place more emphasis on NTFPs that have a stronger direct relation with threat reduction to biodiversity in Community Forests (CF). In order to establish which, if any, NTFPs do exist in enough quantities to be exploited, PROSPER will build off the Ethnobotanical Survey, carried out in October 2012 by ASNAPP and Rutgers University and conduct a separate market analysis for the CF in District 4 and Barconnie to identify the existence of established NTFP trade networks. If present in marketable quantities, PROSPER will assist the CFMBs in setting up collection permit systems that require collectors to adhere to sustainable harvesting methods. PROSPER will also assist collectors to connect with local buyers and provide training in sustainable harvesting methods that will pose no threat to the plant population in the CF. PROSPER will lead an awareness campaign to introduce and explain permitting systems for NTFP harvesting to be conducted for villagers/collectors surrounding the CFs.

## **ENTERPRISE DEVELOPMENT ACTIVITIES – WOOD-BASED PRODUCTS**

### **Major Achievements**

- A short-term consultant was mobilized that produced a report on wood-based enterprise development opportunities at PROSPER pilot sites. The recommendations are incorporated in the Annual Work Plan of FY15

### **Lessons Learned**

In March, PROSPER carried out an assessment of the potential to support wood-based enterprises. One of the major findings is that the opportunities lie in the fact that there already is wood product-based economic activity underway and there is no need to start making new products or to create new enterprises. There is an existing and functioning value chain where some community actors already participate to a greater or lesser extent. The main opportunity, based on a value chain analysis, is to improve the participation in this value chain by community actors and to support CFMB to play a supportive and coordinating role in the development of the value chain.

### **Strategic Adaptations**

Though not technically a strategic adaptation, PROSPER will start implementing the recommendations made in the report on the wood-based enterprise development opportunities in Year 3.

## **ENTERPRISE DEVELOPMENT ACTIVITIES – CPOPS AND CPGS**

### **Major Achievements**

- The five Commercial Palm Oil Producers (CPOPs) groups in northern Nimba were trained in Operational and Maintenance procedures for oil palm presses. The training was conducted in cooperation with the USAID Smallholder Oil Palm Support Program (SHOPS).
- The publication of an Operations and Maintenance guide for the oil palm press used by the CPOPs (*Freedom Mill 2 – User Guide, May 2014*). The guide was distributed to all CPOPs and the manufacturers of Freedom Mills.

- PROSPER provided operations and maintenance training for three out of ten Cassava Processing Groups (CPGs) in northern Nimba. The program had to be put on hold due to travel restrictions related to the Ebola outbreak. The program is scheduled to be completed in FY15.

### **Lessons Learned**

Over the past year, PROSPER has provided operational and maintenance training to CPOPs and CPGs groups aimed at helping them to maintain the processing machines to be continuously operational so that they can provide value-added services to community members who want access to mechanized processing equipment to process their commodities more efficiently. The CPOP training was conducted in close cooperation with a representative of one of the Freedom Mill manufacturers that is based in Ganta. Forging a relationship between the manufacturer and the Freedom Mill operators was an important step to resolve maintenance and repair issues. The capacity of these groups was deemed sufficient for them to no longer need PROSPER support moving forward.

### **Strategic Adaptations**

Based on the achievements made in Year 2, PROSPER will no longer provide support to CPOPs. The CPGs which did not receive the same operations and maintenance training as the CPOPs due to the Ebola outbreak will receive this training in FY15 and this will conclude PROSPER's support to CPGs. PROSPER will continue to collect both CPOPs and CPGs production numbers on a monthly basis to assess how these groups operate without any external support.

## **ENTERPRISE DEVELOPMENT ACTIVITIES – OIL PALM-BASED ENTERPRISES**

### **Major Achievements**

- Contacts have been established with four groups around the Big Gio Forest that have expressed interest in establishing oil palm nurseries to produce high-yielding dwarf varieties that can replace their aging, low-yielding, tall trees that require much more labor to harvest. The groups have collected funds amongst the members towards the initial costs for the germinated seeds that have to be bought from Ivory Coast. Furthermore, they are willing to provide all the labor required in the day-to-day operations of a successful nursery. However, the nurseries have been put on hold because the border with Ivory Coast has been closed because of the Ebola outbreak in Liberia. Therefore the import of germinated seeds is not possible. Since more efficient processing of palm fruits was the second priority activity of these groups, the groups expressed that they wanted to start their own commercial palm oil processing enterprises and are willing to invest the money they had raised for the oil palm seedlings in the purchase of this machinery.

### **Lessons Learned**

The process of organizing groups or individuals with a common interest takes time, especially if the aim is that the groups own the decisions they make after often lengthy group deliberations. At the end of Year 2, four groups had raised funds as contribution to the establishment of an oil palm nursery with between 2000-2500 oil palm trees each. However, the Ivorian authorities have closed the border between Liberia and Ivory Coast because of the Ebola outbreak in Liberia. This border closure makes it impossible to import the required planting materials that are bought from breeders in Ivory Coast. Because of the uncertain border situation some of the groups will shift their accumulated funds to the purchase of Freedom Mills, and will revisit the nursery aspirations when the border has been reopened.

### **Strategic Adaptations**

One of the assumptions for this activity is that farmers will eventually come to see tree crops as an *alternative* livelihood and not an *additional* livelihood, which means a replacement – not an addition – to shifting cultivation income. In FY14, Agriculture Expos were proposed to demonstrate the advantages of

semi-mechanized processing of palm oil and the availability of improved oil palm varieties. However, the successful revival of the CPOPs and the request for Freedom Mills around the Big Gio (on a cost-sharing basis), have opened the possibility to show farmers, in the nearby areas, the Freedom Mill being operated by their owners. Peer-to-peer exchanges of information about the benefits of mechanical processing and the way the press owners obtained the machine will be more effective than Agro-Expos. Likewise, the existence of a number of oil palm nurseries in northern Nimba and around the Big Gio will provide ample opportunities to organize field days, supported by PROSPER, to show the new varieties to interested farmers. Contacts can be established that might lead to the purchase of oil palm trees by the attendees of these field days. Therefore, there are no Agro-Expos planned in FY15 but a number of field days will be organized instead to show the palm oil press and the new improved varieties.

The field day participants will be selected from towns and villages that are close (<5 miles) to the CF border, so that if participants decide to replicate what they have seen and discussed with the nursery and Freedom Mill operators, these activities will have a more direct impact on biodiversity threat reduction towards the CF, particularly shifting agriculture.

## **ENTERPRISE DEVELOPMENT ACTIVITIES – AGRICULTURE AND COMMUNITY FOREST ENTERPRISE MANAGEMENT MANUALS**

In April two draft handbooks were developed. These draft handbooks, “*AGRIBUSINESS ENTERPRISE MANAGEMENT MANUAL - Trainer’s Manual*” and “*COMMUNITY FOREST ENTERPRISE MANAGEMENT MANUAL - Trainer’s Manual*”, will be completed in April 2015. These manuals will be made available to communities and their partners that help farmers achieve the skills in farming, natural resource management, business development and marketing needed to manage agricultural enterprises in an environmentally sustainable manner.

The Community Forest Enterprise Management Manual is being developed for use by the community forest management bodies and their partner institutions. The manual outlines organizational development, financial management, product development, sustainable harvesting practices, marketing and value chain development aspects of these enterprises.

### **Activity 3.2 Reduce threats to biodiversity linked to livelihood activities**

#### **ANNUAL RESULTS AND DELIVERABLES (YEAR 2)**

No deliverables due during this period

Increased capacity in PROSPER communities to implement best farming practices leading to increased fallow periods **(Result)**

## **COMMUNITY FORESTRY OUTREACH THROUGH EXISTING GROUPS (FED FFS, ETC.)**

In March, a list was received from the Food and Enterprise Development (FED) program that included the locations of a few Farmer Field School (FFS) activities that were planned in PROSPER sites. FED FFS are usually larger in number of persons (40-60) than the ones conducted by PROSPER in Year 1 (max. 25). However, little information existed on which FFS have been implemented or reduced due to the Ebola outbreak, or which ones were planned but not carried out. A MoU was planned to be developed in July and signed by FED and PROSPER. Preparation discussions were held with the COP of FED in June. The development of the outreach materials was delayed in FY14 due to the heavy workload of Component 1. Originally scheduled for April 2014, the development of the outreach materials was pushed back to July/August. The Ebola Crisis and the extended absence of the Component 3 lead due to illness and ACDI/VOCA’s decision to keep expatriate staff out of Liberia, made it impossible to complete this activity this year. The activity will be fully implemented in FY15 assuming arrangements can be made with FED and that FFS will be in session.

The 16 groups that participated in the Crop Diversification Program during FY14 will be added to this outreach program during the FY15 activities.

## **COCOA REHABILITATION**

### **Major Achievements:**

The supporting theory for the cocoa rehabilitation program is that if farmers adopt cocoa as a means of increasing production on their farms, they will, over time, increase their investment in tree crops and reduce their dependence on shifting cultivation. Farmers will shift their emphasis to cocoa production because the earnings on their investment of time and labor will be greater with this cocoa production than with cultivating rice or cassava in shifting cultivation. The time needed to manage a profitable cocoa farm will also take time and labor away from shifting cultivation. PROSPER assists farmers to see cocoa as an *alternative* livelihood and not an *additional* livelihood (i.e. a replacement for, not an addition to, shifting cultivation income).

In March 2014, PROSPER signed a contract with WIENCO Liberia, Ltd. to implement the cocoa rehabilitation in northern Nimba and around the Big Gio Forest. WIENCO would provide the participating farmers that owned an acre (or less) of cocoa trees with special cocoa balanced fertilizers and agro chemicals to control diseases and pests. WIENCO would provide all necessary extension services and training to apply fertilizers and agro chemicals on credit. In order for farmers to sign up for the extension services and credit package, farmers were asked to organize themselves in small groups (10-12 persons/group), raise US\$20 per person and deposit this money in a group bank account.

Following the signing of the contract a consultant was hired to assist PROSPER in the writing of a Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) in order to receive permission from USAID to use the specific fertilizer and specific agro chemicals in the credit package and extension program of the contractor WIENCO.

In May, WIENCO reported that it had difficulties in recruiting farmers due to cocoa buyers/traders spreading false rumors that WIENCO fertilizers and agrochemicals would destroy the cocoa crop. Furthermore, WIENCO found very few farmers willing to deposit US\$20 in the group bank account, which was a prerequisite for WIENCO to provide inputs on credit. This deposit was key to demonstrate a commitment from the farmer that he/she is serious about the cocoa business. WIENCO requires a US\$20 commitment in order to provide a US\$320 input loan. In July, WIENCO reported that it had been able to recruit 84 farmers in Nimba (northern Nimba and in the Big Gio Forest area) that had signed up for the rehabilitation program. Because the PERSUAP had not been approved, participating farmers received only training in best practices, i.e. clearing, pruning, opening of canopy, and removal and proper disposal of diseased pods.

In August the PERSUAP was approved by USAID, yet this was too late for the fertilizer and main chemical applications. The fertilizer application has the biggest impact on boosting the yield beyond the extra labor involved, and makes the cocoa crop profitable. Unfortunately, also in August, WIENCO suspended all its field activities in Liberia and moved its offices to Accra, Ghana, because of the Ebola outbreak. In light of this, WIENCO has proposed that since the window for meaningful input application had passed, the cocoa rehabilitation program to be postponed until January 2015 in the hope that the Ebola situation has improved and WIENCO will be able to return.

### **Lessons Learned**

Farmers are inherently risk averse, especially poor farmers. The false rumors spread about WIENCO's input package made farmers reluctant to sign up for the cocoa rehabilitation program. In order to clearly

demonstrate that the WIENCO input package does significantly boost production, demonstrations will be organized on selected cocoa farms. These demo farms will be used for field days where farmers are brought in to talk to the participating farmers and see the development of the coco crop with their own eyes. WIENCO expects that this exposure to the results, due to the input package and the agricultural practices WIENCO promotes, will convince farmers to participate in the cocoa rehabilitation program the following year.

### **Strategic Adaptations**

Instead of supporting input supply on credit and best practices training for cocoa farmers to rehabilitate their old cocoa farms, which was tried in Year 2, PROSPER will support the establishment of demonstration plots on selected farmers' fields/cocoa plantations. The demonstration rehabilitation will consist of: under-brushing of one acre of cocoa trees that grow under the canopy; removal and burning or burial of diseased and old pods; and special cocoa fertilizer applications and treatment with approved pesticides and fungicides of trees. The participating cocoa farmer will receive training in all aspects of safety in handling and applying these products. Furthermore, the farmer will receive training on how to prune an open canopy that has become too dense for good cocoa pod growth. He/she will also receive training in best practices of harvesting cocoa pods and in the fermentation of the beans. Proper fermentation provides a superior quality end product (Grade A cocoa bean) for which a premium price is paid. In order to achieve a higher participation level of female farmers, PROSPER will request that WIENCO give the recruitment of women great attention and priority. PROSPER expects at least 25% female participation in the cocoa rehabilitation program. Greater emphasis will also be placed on identifying beneficiaries from the CF membership.

## **CROP DIVERSIFICATION**

### **Major Achievements**

- Sixteen groups were selected from an inventory of women's groups that had been carried out by the PROSPER Gender Officer in 2012.
- All groups raised funds on their own to purchase seeds for their commercial purposes.
- All groups received training and advice on how to grow crops that add nutrients to the soil for uptake by a later crop.
- All groups received training in how to approach farming as a business.
- Eleven groups harvested and sold their crops for cash (total US\$976) at the end of FY14.

### **Lessons Learned**

Working with groups and decision making takes time, but when the group reaches consensus the decision is the group's own and carries the support of the entire group. Further, the concept of crop nutrients in the soil, and how to maintain soil fertility so that shifting cultivation is not necessary, are completely new and will take time to be adopted. Unlike the FFS, these women groups are very focused on their production and need technical support from PROSPER extension staff, with very little other support (a few tools only).

### **Strategic Adaptations**

The crop diversification activities were originally designed to complement cocoa rehabilitation activities. Through growing small plots of complimentary cash crops, alternated with crops that improve soil fertility like beans, groundnuts and cowpeas, farmers should be able to increase the fertility and nutrient content and productivity of their soils. This crop production system would not rely on shifting cultivation

to bring back soil fertility, but on improved agriculture practices that maintain soil fertility. Crop diversification would allow families to have a regular income throughout the entire year and would also mitigate the dependency on one cash crop alone. However, throughout Q2 of FY14, PROSPER had multiple discussions with cocoa farmers for the rapid cocoa survey and with stakeholders including WIENCO Liberia, Ltd and the Liberia LIFE III team in order to better understand the daily reality of cocoa farmers. Cocoa farmers are engaged in multiple sources of agriculture and/or paid work that places an enormous pressure on labor availability. Small holders do not have the financial means to hire outside labor and have to rely primarily on family members to help with all agriculture activities, including cocoa management. This combined with the required focus needed solely for cocoa rehabilitation activities, raised concerns about these farmers ability to learn new techniques for the management of their cocoa while continuing their other income or food security activities *and* implementing crop diversification activities simultaneously.

In order to not overburden the farmers participating in the cocoa rehabilitation program with more PROSPER activities than they can manage, the program team began to assess other members in the PROSPER communities that could benefit from crop diversification activities in order to broaden the income base of the communities and reduce threats to biodiversity through the emphasis on stationary agriculture (rather than shifting cultivation) with best agriculture practices to enhance soil fertility. The rapid cocoa survey showed that cocoa cultivation is heavily tilted towards male members of the community. As the PROSPER team assessed other areas for support, focus was primarily given to providing income-generating support to women who have not been specifically targeted throughout the implementation of this Component. Furthermore, by supporting other households who are not benefiting from the cocoa rehabilitation activities, more households could benefit from technical training provided by PROSPER to produce selected lucrative commodities under best agricultural practices that reduce the need for shifting cultivation, one of the main threats to biodiversity.

This adaptation to the crop diversification program that developed during the course of FY14, will be used for expansion of the program with eight more groups in Year 3. These new groups will be recruited and selected from areas that are in close proximity to the CF, in accordance with the overall policy shift within Component 3, to concentrate the activities closer to the CFs. We believe this will have the greatest impact on the reduction of threats to biodiversity posed by shifting cultivation.

## **IMPROVED MARKET INFORMATION**

In May, PROSPER met with technicians from Cellcom and Lonestar to discuss the technical issues regarding an SMS response system that would send price information about agricultural products when SMS requests are received. Both companies were going to look into this possibility. This system would create revenue for the cell phone carrier from both the request SMS as well as the “answer” SMS with the price information. This income generating possibility will make it possible for GSM carriers to implement the system and would create a self-sustainable platform. For the areas that have no cell phone coverage radio messaging will be used, though radio messaging has costs that have to be paid for as well. Sponsorship by a fertilizer company or an input supply company could be an option that could be looked into. In June, FED verbally offered to pay for the initial costs for the first two years though, to date, a MoU has not been signed. PROSPER will prioritize this in 2015.

Discussions were held with the LIFE III program to seek advice on which organization would be the most suitable for hosting this new service for farmers. Two possibilities were selected: The Ministry of Commerce or the Ministry of Agriculture. The Liberian Producers Marketing Corporation (*LPMC*) was not selected due to capacity issues. However, many of the next steps to get this market system up and running were not taken due to prolonged illness of the Component Lead as well as the Ebola outbreak that put a significant pause on the implementation of this activity.

Completion of this market information program will continue with PROSPER exploring methods that can be used effectively in the face of the Ebola Crisis.

## **BUSH MEAT**

### **Major Achievements**

- To determine the use of bushmeat by the community members in the PROSPER sites, a survey was conducted to learn more about the activity and types of consumption. The report was finished in Q4 FY14 and will be submitted to USAID in 2015 Q1.

### **Lessons Learned**

Reducing hunting of threatened and endangered species for bushmeat presents formidable challenges. Not only is bushmeat the primary source of protein for rural Liberians, but it also provides a livelihood for many that are involved in hunting and trade. There is considerable demand from the urban population for whom bushmeat is often regarded as a “delicacy” and is highly prized. In order to reduce the off-take, especially of endangered species, a multi-pronged approach of education, forest management, and the provision of livelihood alternatives will have to be implemented.

### **Strategic Adaptations**

PROSPER will focus on a media campaign to reduce the demand for bushmeat from the urban population. Moreover in urban centers alternatives for bushmeat as a protein source are available. The time is also opportune for this communication campaign to use the current fear of Ebola as a catalyst for urban behavior change away from bushmeat consumption. When the urban demand can be reduced by education, outreach and enforcement, perhaps the off-take for local consumption by rural dwellers could be more in balance with bushmeat “production”. The project will also explore and pilot alternative livelihoods for hunters that may be affected by hunting restrictions in CFs.

## **CHARCOAL**

### **Major Achievements**

- To determine the volume of charcoal produced by the community members in the PROSPER sites, and the arrangements made between tree/land owners and the charcoal producers, a short survey was conducted in PROSPER sites, this will be shared with USAID in Q1 FY 2015.

### **Lessons Learned**

The initial threat assessment carried out in November 2012 showed that charcoal production, mainly for external markets, was a threat to biodiversity in Barconnie forest, which is driven by a large demand for charcoal by the city of Buchanan and Monrovia. The survey showed that all other PROSPER sites have no significant charcoal production and trade except closer to the larger towns. All small rural villages use fire wood that is collected from the forest. Towns like Tappita, Sanniquellie and Yekepa have a large population that uses charcoal, which is produced in the surrounding areas.

### **Strategic Adaptations**

PROSPER will field a feasibility study by a short-term consultant on the establishment of community woodlots for future charcoal production in Barconnie. Fast growing wood species or bamboo species will be identified in this study for these woodlots, possibly also mangrove species. The cost/benefits and management aspects will have to be determined to be realistic and feasible in order to move to the implementation phase.

### **Activity 3.3: Work with stakeholders to provide feedback/share lessons learned in best practices, workable approaches, and recommended actions to improve the effectiveness of forestry and agricultural enterprises**

#### **ANNUAL RESULTS AND DELIVERABLES (YEAR 2)**

No deliverables due during this period

Increased number of communities outside implementation sites requesting support from FDA or other organizations to establish community forestry enterprises in their own communities **(Result)**

#### **Major Achievements**

- PROSPER attended 7 of the 8 meetings of the Agricultural Coordination Committee (ACC), organized by the Ministry of Agriculture. The ACC meetings were put on hold in July due to the general fear of Ebola. A presentation about PROSPER, that was scheduled for July could not take place.
- PROSPER participated in all meetings of the Cocoa ACC Sub-Committee

#### **Lessons Learned**

The partners in these fora are oriented to agricultural production. Biodiversity and community forestry as concepts are not well known or understood. Some of the attendees at the ACC meeting represent large agriculture holdings, while others represent development projects. Though PROSPER will continue making a case for agricultural activities that can support the reduction of threats to biodiversity, in future presentations the program will also highlight the importance of maintaining biodiversity for sustainable agriculture production.

#### **Strategic Adaptations**

PROSPER will also initiate regular meetings of organizations that are engaged in developing rural enterprises that are involved in adding value to agricultural or wood-based and related products. Presentations will be made in this forum and the forum will provide the opportunity to exchanges ideas to bring possible activities to light that could be useful and appropriate to replicate in other projects or programs.

**Activity 3.4: Establish test plots to determine baseline greenhouse gas content (especially carbon) in a representative sample of land use areas under a variety of management regimes and monitor their changes through the production cycle**

**ANNUAL RESULTS AND DELIVERABLES (YEAR 2)**

No results or deliverables scheduled for Year 1

**Major Achievements:** No activities were planned or undertaken during the reporting period.

# 5.0 PERFORMANCE MANAGEMENT

In November 2012, USAID approved the Performance Management Plan (PMP) developed by Tetra Tech ARD for PROSPER. The PROSPER PMP is a tool used both for reporting to USAID and for internal project learning and adaptive management. For this purpose the PMP is grounded in a Results Framework (see Annex 3), which in turn is based on specific hypotheses about development:

- Strengthened institutions tasked with community-based forest management will create more equitable and transparent benefits from forests; this in turn will lead to improved forest management and biodiversity conservation.
- Improved forest management will occur through increased authority and responsibility of communities to manage forests, as well as through a transformed relationship between communities, governmental agencies, private sector entities, civil society, and NGO actors.
- Finally, community-based livelihoods will improve as a result of the proposed intervention.

The Results Framework depicts the causal relationship between achievements resulting from specific program activities, which then roll up to the three, higher-level intermediate results (IRs) of PROSPER:

1. Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance
2. Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities
3. Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas

In order to assess progress toward PROSPER's three IR's and 13 sub-intermediate results, the PROSPER team, in consultation with USAID and with guidance from the Liberian Monitoring and Evaluation support program (L-MEP), in October 2013, updated the indicators Performance Management Plan and identified some indicators that were not achievable and/or practical for the PROSPER project to undertake thereby reducing the number of defined and set indicators from 22 to 18. These included four *FACTS* indicators and two *Feed the Future* (FtF) indicators. In completing the PMP, the PROSPER team worked with USAID in October 2013 to refine the undated Performance Management Plan. Discussions of the need to integrate the Environmental Mitigation and Monitoring Plan (EMMP) with the refined PMP were discussed late in the year and the decision was taken to keep them separate.

Of the 18 indicators in PROSPER's PMP, Year-2 targets were established for all 18 of them. PROSPER's M&E Specialist and M&E Officer, working under the direction of the Deputy Chief of Party, proceeded in Quarter 1 of FY14 to develop data collection processes and tools adapted to each indicator. The PROSPER M&E staff devoted considerable time in Year 2 to orienting PROSPER team members and subcontractor staff to the program's Results Framework and monitoring system and tools, and to training them to contribute to data collection and analysis for specific indicators related to their activities. It was a

slow and gradual process of appropriation of the PMP by PROSPER technical team members, many of whom tended, initially, to perceive monitoring and evaluation as a specialized “policing” function for which they had no particular responsibility and anticipated no benefits. Partly as a result of this misapprehension, PROSPER’s M&E Specialist and M&E Officer spent considerable time in the field during Year 2 either directly gathering data or assisting field staff with data collection, as well as verifying information submitted through direct visits to field activities and interviews with project beneficiaries.

At the end of each quarter, PROSPER’s M&E Unit summarized the results of target data collection and analysis by completing a performance indicator tracking table which was submitted as an annex to PROSPER’s quarterly progress reports to USAID. The same data was also routinely entered into USAID Liberia’s on-line Performance Information Data System (PIDS) for USAID review and certification by the COR.

### **ATTAINMENT OF TARGETS**

As noted in the introduction to the Annual Report, PROSPER met or exceeded its Year 2 targets for 7 of the 18 indicators tracked in FY14. At USAID’s request, PROSPER prepared a note (Annex 4) explaining all instances in which target attainment was ten percent or more above or below the projected levels. As indicated, the reasons were quite variable and involved both internal and external factors.

Details concerning PROSPER’s attainment of targets in Year 2 are summarized in the table below.

**Table 1: Attainment of PMP Indicator Targets in FY14**

Performance indicators and types	Unit of Measure	FY 2014 Target	2014 Actual	FY 2014 % Actual vs Target	Notes
<b>Intermediate Result 1:</b> Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance					
1.1 Number of institutions with increased capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance – <i>Custom/Outcome</i>	#	3	1	<b>33.33%</b>	FTI has improved capacity on environmental awareness, NRM, biodiversity conservation, and environmental compliance
<b>Sub-Intermediate Result 1.1:</b> Improved capacity of MOE to deliver formal and non-formal primary and adult education curricula on natural resource management and governance					
1.1.1: Percentage of MOE primary school students in targeted areas receiving education on environment and natural resources based on strengthened curriculum – <i>Custom/Outcome</i>	%	0	0	n/a	<b>This indicator was dropped from PROSPER's list of indicators during the implementation of FY13</b>
1.1.2: Percentage of MOE adult literacy centers in targeted areas using the environmental curriculum materials in their instruction – <i>Custom/Outcome</i>	%	0	0	n/a	<b>This indicator was dropped from PROSPER's list of indicators during the implementation of FY13</b>
<b>Sub-Intermediate Result 1.2:</b> Improved capacity of CSOs to design and conduct outreach campaigns to increase public awareness of natural resource and environmental management issues					
1.2.1: Number of CSO members involved in the design and conduct of outreach campaign activities that incorporate best practices – <i>Custom/Outcome</i>	#	20	31	<b>155%</b>	CSOs participating in outreach include: ARORD, SDI, SCNL, FFS, FCI, FEE, RICCE, CIS, SCWC, SAMFU. Best practices include: <ul style="list-style-type: none"> <li>- Formative Communications Research</li> <li>- Participatory Program Design</li> <li>- Pretesting</li> <li>- Modify, Revise, and Reproduce Content</li> <li>- Monitoring &amp; Evaluation of Outreach Campaign</li> </ul>
<b>Sub-Intermediate Result 1.3:</b> Improved capacity of FTI to develop and deliver a community forestry curriculum					

Performance indicators and types	Unit of Measure	FY 2014 Target	2014 Actual	FY 2014 % Actual vs Target	Notes	
1.3.1: Number of technical/vocational students trained in revised FTI curriculum incorporating community forestry elements – <i>Custom /Output</i>	#	30	28	93.3%	Second year Forest Rangers / Community Forestry Students	
1.3.2: Number of individuals supported by program to conduct applied research at one or more of the program's pilot sites – <i>Custom/Output</i>	#	30	0	0%	Students were trained in revised FTI curriculum incorporating community forestry elements but not able to conduct applied research at one or more of the program's pilot sites because of the Ebola crisis	
<b>Sub Intermediate Result 1.4:</b> Improved capacity of civil society and community organizations to contribute to NRM, land and environmental policy development						
1.4.1: Number of policy briefings and presentations made to national leadership by forestry stakeholders regarding LTPR and forest resource protection and management – <i>Custom/Output</i>	#	8	10	125%	Presentation made to	# of presentations made
					VPA-SU Coordination Meeting	1
					Land Commission	2
					Strengthening African's Forest Governance Forum	4
					Legal policy analysis stakeholders meetings	1
					Community Forestry Working Group	1
					Forest related Stakeholders	1

Performance indicators and types	Unit of Measure	FY 2014 Target	2014 Actual	FY 2014 % Actual vs Target	Notes	
					Presentation made by	# of presentations made
1.4.2: Number of presentations at County Development Committee meetings by communities on policy-related issues – <i>Custom/Output</i>	#	16	12	75%	Gba CFMB	4
					District # 4 CFOC	2
					Zor CFMB	2
					Boe and Quilla	1
					Kparblee	1
					Sehzuplay Clan	1
					Gbear – Gblor Clan	1
					<b>Sub-Intermediate Result: 1.5</b> : Increased capacity of Community Forestry Development Committees to develop effective, environmentally-sound development programs to use Forest Management Committee social agreement funds	
1.5.1: Number of community projects approved and funded by CFDC and NBST using the modified criteria to screen applications for environmental impacts – <i>Custom/Outcome</i>	#	0	0	n/a	<b>This indicator was dropped from PROSPER's list of indicators during the implementation of FY13</b>	
<b>Intermediate Result 2:</b> Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities						
2.1: Number of hectares in areas of biological significance under improved management as a result of USG assistance – <i>FACTS/Outcome</i>	#	10,823 H	0	0%	USG assistance in FY14 included support for participation of Zor and Gba community leaders in deliberations of NNBSG on co-management of the East Nimba Nature Reserve. There was no new area of biological significance under improved management as a result of USG assistance for FY13 and FY14, except for the same area in the ENNR. If we change this to "0" we will need to change it in the PIDS.	
<b>Sub-Intermediate Result 2.1:</b> Increased community capacity for forest management						

Performance indicators and types	Unit of Measure	FY 2014 Target	2014 Actual	FY 2014 % Actual vs Target	Notes			
2.1.1: Number of hectares under improved natural resource management as a result of USG assistance – <i>FACTS/Outcome</i>	#	35,000 H	0	0%	The PROSPER program was not able to have areas under improved management because: - The moratorium put in place by the GoL - The transition as the Forestry Development Authority			
2.1.2: Number of community members trained in the management of their community forestry areas (e.g., biomonitoring, permitting) – <i>Custom/Output</i>	#	230	247	107%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					150	80	163	84
2.1.3: Number of community members who have applied conflict management skills to manage land conflict issues – <i>Custom/Outcome</i>	#	35	41	117%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					20	15	29	12
<b>Sub-Intermediate Result 2.2:</b> Strengthened capacity of FDA, EPA and CSOs to support sustainable forest management								
2.2.1: Number of FDA, EPA, and partner CSO staff trained in the practical steps involved in developing community forestry management bodies and plans incorporating conservation, community, and commercial values – <i>Custom/Output</i>	#	32	32	100%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					20	12	8	24
<b>Sub-Intermediate Result 2.3:</b> : Legal framework for community forestry and LTPR improved and simplified on the basis of recommendations from stakeholder consultations								
2.3.1: Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance – <i>Custom/Outcome</i>	#	10	6	60%	<ul style="list-style-type: none"> <li>- Community Rights Law of 2009</li> <li>- Community Rights Law Regulations</li> <li>- Permitting system</li> <li>- MOU between ALM &amp; Gba</li> <li>- MOU between AML &amp; Zor</li> <li>- MOU between AML &amp; Blei</li> </ul>			
<b>Sub-Intermediate Result 2.4:</b> Increased use of forest ecosystems data to support the design of community outreach materials and programs								

Performance indicators and types	Unit of Measure	FY 2014 Target	2014 Actual	FY 2014 % Actual vs Target	Notes			
2.4.1: Number of outreach/awareness products (public reports, brochures, radio messages, documentaries, etc.) that incorporate data from monitoring of biodiversity and/or the carbon footprint of farming and forestry activities that have been disseminated – <i>Custom/Output</i>	#	8	3	38%	- Mangroves – Basic Facts & Figure - Common Chimpanzees - Basic Facts & Figures - Brown-Cheeked Hornbills - Basic Facts & Figures			
<b>Intermediate Result 3:</b> Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas								
3.1: Number of people with increased economic benefits derived from sustainable NRM and conservation activities as a result of USG assistance – <i>FtF/Outcome</i>	#	416	206	49.5%	Data for this target was not disaggregated by gender			
<b>Sub-Intermediate Result 3.1:</b> Increased number of sustainable agro/forest - based enterprises								
3.1.1: Number of new agribusiness/forestry enterprises formed to support program-assisted value chains – <i>Custom / Outcome</i>	#	6	6	100%	6 enterprises (4cassava processing groups and 2 oil palm press) were formed in FY14. One of the enterprises (type/location) has adequate production volume to be considered as satisfying the indicator.			
<b>Sub Intermediate Result 3.2:</b> Reduced threats to biodiversity linked to livelihood activities								
3.2.1: Number of individuals who have received USG-supported short-term agricultural sector productivity training – <i>FACTS/Output</i>	#	400	377	94%	<b>Target disaggregation by gender</b>	<b>Actual disaggregation by gender</b>		
					Male	Female	Male	Female
					250	150	56	321
3.2.2: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance – <i>FtF/Outcome</i>	#	380	340	89.5%	Target disaggregation by gender	Actual disaggregation by gender		
					Male	Female	Male	Female
					280	100	49	291
					Best practices: Planting of crops in line, Planting of crop with spaces, nursery preparation, transplanting, etc.			
<b>Sub-Intermediate Result 3.3:</b> Increased information available to stakeholders concerning best practices, to improve effectiveness of forestry and agricultural enterprises.								

Performance indicators and types	Unit of Measure	FY 2014 Target	2014 Actual	FY 2014 % Actual vs Target	Notes
3.3.1: Number of extension publications disseminated through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders -- <i>Custom/Output</i>	#	4	3	75%	-Freedom mill user guide -Compost making -Liquid Manure
<b>Sub-Intermediate Result 3.4:</b> Improved data on greenhouse gas content (especially carbon) present in forest areas under different management regimes					
3.4.1: Number of test plots generating data on greenhouse gas content (especially carbon) to inform decision-makers regarding appropriate mitigation and adaptation strategies to minimize climate change – <i>Custom/Outcome</i>	#	0	0	n/a	<b>This indicator was dropped from PROSPER's list of indicators during the implementation of FY13</b>

# ANNEX 1. PROSPER STAFF LIST

## Full-time PROSPER Staff: Monrovia

	Last Name	First Name	Function	Subcontract Organization	Start Date
<b>Technical</b>					
1	Cowles	Paul	Chief of Party/Leader, Community Forestry/Land Tenure and Property Rights		30 Mar 2014
2	Meadows	Paul	Deputy COP		6 Jan 2014
3	Cole	Eugene	Leader, Educational Development and Outreach Activities		21 Jan 2013
4	Jackson	Nobeh	Communications and Outreach Advisor		01 Jun 2012
5	Johnson	T. Doe	Education Advisor	NAEAL	18 Jun 2012
6	Dorwison	Melvin	Education Consultant	NAEAL	April 2013
7	Kweme	Dominic	Organizational Development Advisor	CJPS	01 Jun 2012
8	de Waard	Peter	Leader, Livelihoods & Enterprise Development Activities	ACDI/VOCA	18 Jun 2012
9	Akoi Forkpa	Laveto	Deputy LEDA	ACDI/VOCA	01 Feb 2014
10	Queejay	Marvelous	Senior Field Coordinator	ACDI/VOCA	01 Feb 2014
11	Dennis	Koko	Liaison Officer/Coordinator Cadre Staff	FDA	07 July 2012
12	Miller	Esthella	Gender Integration Officer		01 Jun 2012
13	Vanghen	Darlington	Monitoring and Evaluation Specialist		01 Jun 2012
14	Kollie	Anthony	Monitoring and Evaluation Officer		01 Oct. 2014
<b>Financial and Administrative</b>					
15	Tarr	Vera	Office Manager		01 Jun 2012
16	Williams	Joshua	Finance Officer		01 Jun 2012
17	Mulbah	Henry	Assistant Finance Officer		01 Jun 2012
18	Wheigar	Sando	Procurement/Contracts Officer		02 Jul 2012
19	Sartee	Alvis	Administrative Operations Officer		10 Feb 2014
20	Glaydor	Garnahweh	Administrative /Finance Assistant		07 May 2014
<b>Support Staff</b>					

21	Saylee	Moses	Caretaker		01 Jun 2012
22	Johnson	Frederick	Head Driver		01 Jun 2012
23	Dukuly	Abraham	Driver		01 Jun 2012
24	Habah	John	Driver		01 Jun 2012
25	Weltee	Othello	Driver		08 Oct 2012
26	Boykai	Joel	Driver		01 Jun 2012
27	Goflee	Evelyn	Caretaker	CJPS	01 Oct 2013

**Full-time PROSPER Staff: Sanniquellie Field Office (northern Nimba County)**

	Last Name	First Name	Function	Subcontract Organization	Start Date
1	Vesselee	Martin	Forestry Officer/Head of Office		08 Oct 2012
2	Ville	James	Field Office Administrator		28 Aug 2012
3	Kollie	Henry	Driver		02 Jan 2013
4	Paypay	William	Coordinator	NAEAL	
5	Mah	Robert	Mobilizer – Zor	NAEAL	
6	Gomah	Marcus	Mobilizer - Sehyi	NAEAL	
7	Nyumah	John	Mobilizer - Gba	NAEAL	
8	Saye	Ruth	Coordinator	CJPS	
9	Sayekea	Ophelia	Mobilizer - Gba	CJPS	
10	Baimie	Chyrrei	Mobilizer - Sehyi	CJPS	
11	Deemie	Michael	Mobilizer - Zor	CJPS	
12	Dahn	Julius	Caretaker	CJPS	01 Oct 2013
13	Zonen	Leona	Field Facilitator - Sehi	ACDI/VOCA	
14	Kerkula	Thomas	Coordinator	ACDI/VOCA	
15	Mynen	Joe	Field Facilitator - Zor	ACDI/VOCA	
16	Zayzay	Joseph	Extension Officer - Sanniquellie	FDA	

**Full-time PROSPER Staff: Tappita Field Office (southern Nimba County)**

	Last Name	First Name	Function	Subcontract Organization	Start Date
1	Biah	D. Nuah	Forestry Officer/Head of Office		01 Jun 2012
2	Maximore	Gibson	Field Office Administrator		01 May 2014
3	Gant	Garretson	Driver		05 Nov 2012
4	Brisbane	Joseph	Coordinator – Tappita	NAEAL	
5	Sherman	Magdelene	Mobilizer - Gbear Gblor	NAEAL	
6	Dweh	Oliver	Mobilizer - Boe-Quilla	NAEAL	
7	Kabakollie	Isaac	Mobilizer - Kparblee	NAEAL	
8	Gayflor	Joseph	Mobilizer - Sehzieplay	NAEAL	
9	Younquoi	Viola	Coordinator -	CJPS	
10	Coleman	Joseph	Mobilizer - Gbear Gblor	CJPS	
11	Seh	Bendu	Mobilizer - Sehzieplay	CJPS	

12	Yoko	Daniel	Mobilizer - - Boe-Quilla	CJPS	
13	Sangai	Martin	Mobilizer - Kparblee	CJPS	
14	Gibson	Sam	Caretake	CJPS	01 Oct 2013
15	Quaye	Sampson	Coordinator Tappita	ACDI/VOCA	
16	Wehyie	Patrick	Field Facilitator - Boe-Quilla	ACDI/VOCA	
17	Kamara	Mcdonald	Field Facilitator - Kparblee	ACDI/VOCA	
18	Dwana	John	Argo Forestry Ranger - Tappita	FDA	

**Full-time PROSPER Staff: Buchanan Field Office (Grand Bassa County)**

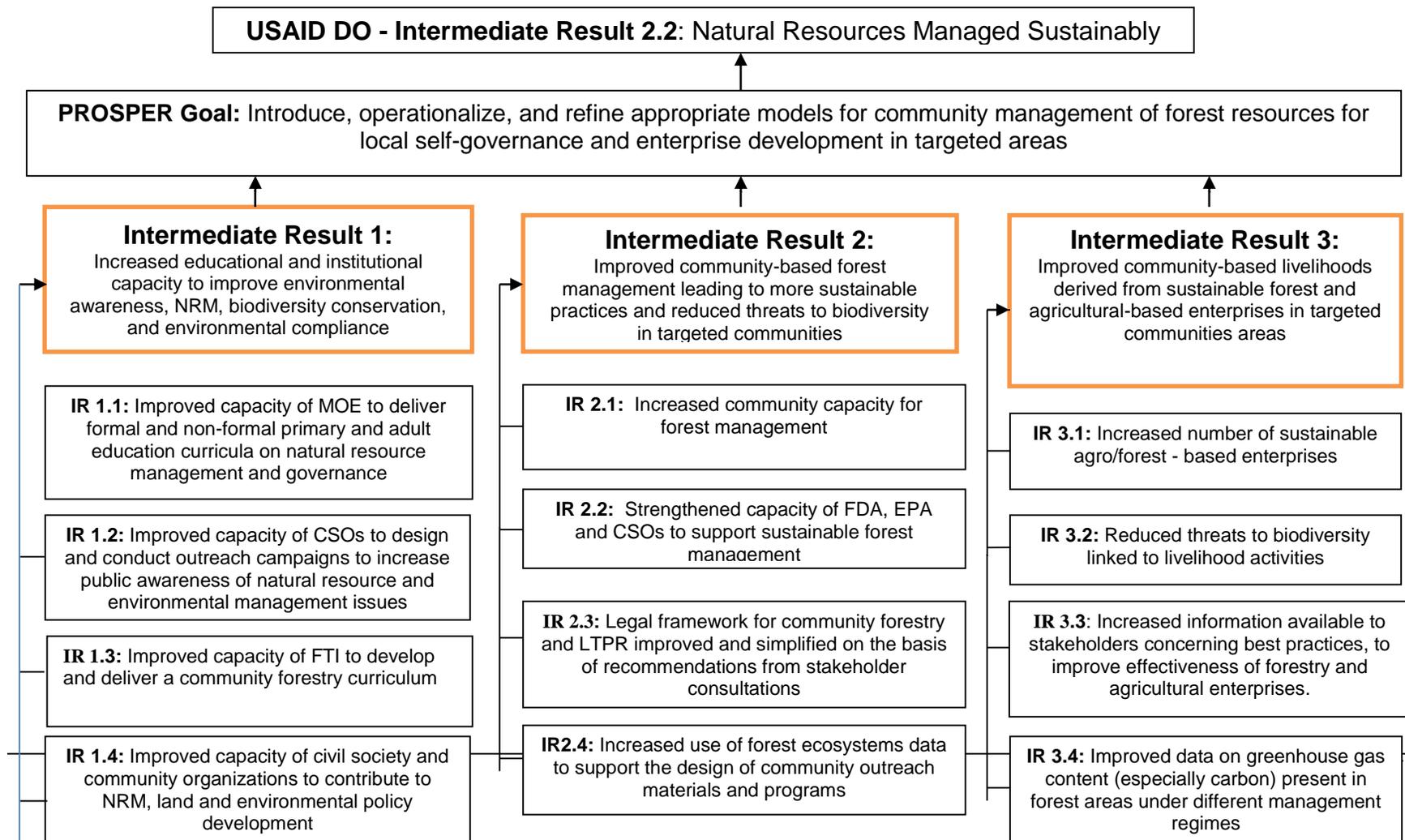
	Last Name	First Name	Function	Subcontract Organization
1	Gibson	Eugene	Forestry Officer/Head of Office	
2	Dugbeh	Sam	Field Office Administrator	
3	Manobah	Folley	Driver	
4	Kenedy	Winifred	Coordinator	NAEAL
5	Gorvego	Roland	Mobilizer District 4	NAEAL
6	Bloh	Eric	Mobilizer Barcoline	NAEAL
7	Folley	Isaac	Coordinator – Acting	CJPS
8	Josiah	Joe Benson	Mobilizer - District # 4	CJPS
9	Johnson	Rufus	Caretaker	CJPS
10	Johnson	Nathaniel	Coordinator	ACDI/VOCA
11	Newman	Kollie	Field Facilitator District #4	ACDI/VOCA
12	Kpainay	Joseph	Regional Extension Officer, Grand Bassa County	FDA
13	Johnson	Boima	Agro Forestry Ranger District # 4	FDA

# ANNEX 2: LIST OF REPORTS SUBMITTED

Title	Reference (Deliverable/Reporting Requirement)	Notes
Fifth Quarterly Progress Report (Oct 2013)	RR-5	Submitted to USAID
Sixth Quarterly Progress Report (Jan 2014)	RR-5	Submitted to USAID
Seventh Quarterly Progress Report (Apr 2014)	RR-5	Submitted to USAID
Eighth Quarterly Progress Report (July 2014)	RR-5	Submitted to USAID
Monthly Progress Report, October 2013	RR-4	Submitted to USAID
Monthly Progress Report, November 2013	RR-4	Submitted to USAID
Monthly Progress Report, December 2013	RR-4	Submitted to USAID
Monthly Progress Report, January 2014	RR-4	Submitted to USAID
Monthly Progress Report, February 2014	RR-4	Submitted to USAID
Monthly Progress Report, March 2014	RR-4	Submitted to USAID
Monthly Progress Report, April 2015	RR-4	Submitted to USAID
Monthly Progress Report, May 2016	RR-4	Submitted to USAID
Annual Summary Report FY 2013	RR-8	Submitted to USAID
Annual Work Plan FY 2014	RR-1	Submitted to USAID
Quarterly Financial Report (Q4 FY 2013)	RR-6	Submitted to USAID
Quarterly Financial Report (Q1 FY 2014)	RR-6	Submitted to USAID
Quarterly Financial Report (Q2 FY 2014)	RR-6	Submitted to USAID
Quarterly Financial Report (Q3 FY 2014)	RR-6	Submitted to USAID
Quarterly Financial Report (Q3 FY 2014)	RR-6	Submitted to USAID

FY14 Updated PMP	RR-3	Submitted to USAID
Baseline Surveys: Memo to COR re Del. 1, in lieu of actual baseline survey.	D-01a	Approved Jan 2014
Gender Integration Plan	D-01b	Final copy submitted to USAID Dec 2013. Approved May 2013
M&E Systems established for each target county	D-01c	Approved Jan 2014
NTFP - Sector Surveys and Analyses for selected forestry and agricultural value chains	D-02a	Approved Dec 2013
Selected Agriculture Value Chain Assessment	D-02b	Approved Nov 2014
Report on environmental curriculum materials (revised)	D-03	Approved Nov 2014
Report on public outreach and awareness building approaches	D-05	Approved Dec 2013
Report on FTI CF curriculum elements and training	D-07	Approved Dec 2013
FTI CF curriculum	D-08	Approved Dec 2013
Report on the Establishment and Operation of a Community Rights Forum	D-10	Approved Sep 2014
Series of brochures, radio programs, community theater and video products developed	D-11A	Submitted and returned to PROSPER for revision. Will be revised and re-submitted in FY15
Biodiversity Monitoring Handbook	D-13	Approved Dec 2013
Legal Analysis of CF Framework	D-14 (FKA D15)	Approved Nov 2014
Biodiversity Assessments completed for new sites	D-21 (FKA D24)	Approved Oct 2013
Constitution of the Curriculum Development Working Group	D-22 (FKA D25)	Approved Nov 2014
Report on First Outreach Campaign	D-25 (FKA D28)	Approved Nov 2014
Three Policy Briefs	D-26a (FKA D29A)	Approved Nov 2014
Geospatial Report - Nick Thomas	STTA Report	Submitted to USAID
Building Institutional Relationships Between Liberia's FTI and Yale's School of Forestry and Environmental Studies - Ken Bauer	STTA Report	Submitted to USAID

# ANNEX 3: PROSPER RESULTS FRAMEWORK



# ANNEX 4. EXPLANATION FOR PROSPER FY14 TARGET ATTAINMENTS +/-10% OF PROJECTIONS

Performance indicators and types	FY 14 Target	FY 14 Actual	FY 2014 % Actual vs Target
1.1 Number of institutions with increased capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance – <i>Custom/Outcome</i>	3	1	33.33%

For FY 14, the program targeted (3) three institutions namely: The Forestry Training Institute (FTI) particularly the department of Community Forestry, Ministry of Education (MoE) particularly the department of Primary Schools Curriculum Development, & Forestry Development Authority (FDA) particularly the department of Community Forestry with the intention of increasing their capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance. Tools were developed to measure the increase in capacity but the program was able to measure the increase in capacity only at FTI for FY 14. At the time of preparation of increased capacity measurement at FDA and MOE, the Ebola crisis emerged making it difficult to measure increased capacity as many government offices were closed or scaled back to skeleton crews. However, the program plans to measure the increased capacity of these institutions (including FDA & MOE) in the second quarter of FY15.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
1.2.1: Number of CSO members involved in the design and conduct of outreach campaign activities that incorporate best practices – <i>Custom/Outcome</i>	20	31	155%

The target of 20 CSO members involved in the design and conduct of outreach campaign activities that incorporate best practices was the estimate. We had a higher actual number of 31 due to a combination of factors: formative communications research; participatory program design; pretesting; modify, revise, and reproduce content; monitoring & evaluation of outreach campaign. The higher difference between disaggregated targets and disaggregated actuals can be attributed to more gender-specific outreach efforts.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
1.3.2: Number of individuals supported by program to conduct applied research at one or more of the program’s pilot sites – <i>Custom/Output</i>	30	0	0%

The program target for FY 14 was 30 individuals supported by the program to conduct applied research at one or more of the program’s pilot sites. 28 Technical / vocational students were trained in the revised FTI curriculum incorporating community forestry elements during the implementation of FY 2013 – 2014 but the shortfall in attaining the target was the caused by the early closure of FTI due of the Ebola virus.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
1.4.1: Number of policy briefings and presentations made to national leadership by forestry stakeholders regarding LTPR and forest resource protection and management – <i>Custom/Output</i>	8	10	125%

The program target for FY 14 was 8 policy briefings and presentations made to national leadership by forestry stakeholders regarding LTPR and forest resource protection and management but we had a higher actual number of 10 which can be attributed to many activities and accomplishments in the forest sector and sharing of findings from legal analyses and policy briefs.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
1.4.2: Number of presentations at County Development Committee meetings by communities on policy-related issues – <i>Custom/Output</i>	16	12	75%

The program target for FY 14 was 16 presentations at County Development Committee meetings by communities on policy-related issues but we had a lower actual number of 12 which can be attributed to: changes in leadership at the County level causing delays, and Counties not being able to host later meetings in a timely manner due to the Ebola crisis.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
2.1: Number of hectares in areas of biological significance under improved management as a result of USG assistance – <i>FACTS/Outcome</i>	10,823 h	0	0%

USG assistance in FY14 included support for participation of Zor and Gba community leaders in deliberations of NNBSG on co-management of the East Nimba Nature Reserve. There was no new area of biological significance under improved management as a result of USG assistance for FY13 and FY14, except for the same area in the ENNR. If we change this to “0” we will need to change it in the PIDS and will need COR authorization to do so. The target for the life of the PROSPER contract is 10,823 h. The target has been met.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
2.1.1: Number of hectares under improved natural resource management as a result of USG assistance – <i>FACTS/Outcome</i>	35,000H	0H	0%

Currently, the PROSPER program with funding from USAID is supporting the Zor, Gba and Blich communities to manage their community forest areas in Northern Nimba County. The total of 12,591 hectares of community forest area is under improved management. The program envisaged target for FY 14 was 35,000 hectares of new community forest area to be under improved natural resource management as a result of USG assistance in Grand Bassa and Lower Nimba Counties respectively but we were unable to achieve the target due to the national moratorium on the approval of applications for Community Forest Agreements by the FDA and the transition at the Forestry Development Authority. The moratorium was lifted in April 2014, but the process for approving new CF applications has been difficult for the FDA and PROSPER has continued to assist them in streamlining the processes.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
2.1.3: Number of community members who have applied conflict management skills to manage land conflict issues – <i>Custom/Outcome</i>	35	41	<b>117%</b>

The target of 35 community members applying conflict management skills was an estimate. We believe the slightly higher actual number of 41 can be attributed to a combination of three factors: 1) the quality and relevance of the training offered by PROSPER which spurred several communities to establish peace committees; 2) thorough identification of cases of *application* of the training by PROSPER’s network of community-based mobilizers, and 3) the prevalence of land-related conflicts in PROSPER work areas.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
2.4.1: Number of outreach/awareness products (public reports, brochures, radio messages, documentaries, etc.) that incorporate data from monitoring of biodiversity and/or the carbon footprint of farming and forestry activities that have been disseminated – <i>Custom/Output</i>	8	3	<b>38%</b>

The program targeted 8 outreach/awareness products (public reports, brochures, radio messages, documentaries, etc.) that incorporate data from monitoring of biodiversity and/or the carbon footprint of farming and forestry activities that have been disseminated. We had a lower actual number of 3 that can be attributed to PROSPER not accurately realizing the implementation schedule for biodiversity monitoring when developing the targets. However, PROSPER program drafted 3 additional outreach products (fact sheets) based on that assessment data in addition to the 3 reported, but those will not be finalized and disseminated until the second quarter of FY15.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
3.1: Number of people with increased economic benefits derived from sustainable NRM and conservation activities as a result of USG assistance – <i>FiF/Outcome</i>	416	206	<b>49.5%</b>

The shortfall in the number of people with increased economic benefit is attributable largely to the late identification of cocoa growers. It was envisaged that 206 of the targeted 416 people with increased economic benefits derived from sustainable NRM and conservation activities would be those accessing the new

agribusiness/forestry enterprises formed to support program-assisted value chains. The remaining were planned to be cocoa growers. Delays in the development and approval of the PERSUAP prevented the Cocoa Rehabilitation sub-contractor (WEINCO) from engaging farmers and applying agro-chemicals.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
3.2.2: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance – <i>FtF/Outcome</i>	380	340	<b>89.5%</b>

The results for Indicator 3.2.2 were less than targeted. This can be attributed to an the number of individuals that PROSPER trained but were unable to apply new technology or best management practices because the work was considered too labor intensive, i.e., compost making proved to be extremely time consuming and did not provide rapid enough benefits for the individual. We set a target of 380 (280 male and 100 female) but we achieved the actual of 340 (49 male and 291 female). The changed in gender disaggregation was due to implementation strategy. That is, the program targeted women groups in communities. Each group had few men to help them do some physical job like brushing of bushes, etc.

<b>Performance indicators and types</b>	<b>FY 14 Target</b>	<b>FY 14 Actual</b>	<b>FY 2014 % Actual vs Target</b>
3.3.1: Number of extension publications disseminated through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders -- <i>Custom/Output</i>	4	3	<b>75%</b>

The target of 4 extension publications disseminated through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders at the end of FY 14 but we had a lower actual of 3 which can be attributed to PROSPER not taking into account the schedule that was distributed through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders. However, the program has 1 draft extension publication but it will not be finalized and disseminated until the second quarter of FY

# ANNEX 5. ENVIRONMENTAL STATUS REPORT

During FY14, all PROSPER activities were implemented in full compliance with the PROSPER Initial Environmental Examination (IEE) and approved Environmental Monitoring and Mitigation Plan (EMMP). Below is a summary of activities

## Component 1

Under Component/Objective 1 (*Expanded educational and institutional capacity to improve environmental awareness, natural resource management, and environmental compliance*), the activities are categorized into six groups: Awareness creation through curriculum development (**ND**<sup>3</sup>); training and technical assistance to FTI (**ND, w/C**<sup>4</sup>); training and technical assistance to the FDA and EPA (**CE**<sup>5</sup>); documentation and dissemination of information (**CE**<sup>6</sup>); technical assistance to civil society organizations; and, technical assistance to the Land Commission and other GoL institutions (**ND, w/C**<sup>7</sup>).

Training and technical assistance activities to Forestry Training Institute (FTI) (ND, w/C) to strengthen their capacity to provide better training programs in Natural Resource and Forestry Management (NRM) were conducted using a curriculum that includes best practice standards in forestry and natural resource management. Activities included developing improved and participatory curricula, short courses, and participatory teaching techniques.

Technical assistance was provided by PROSPER in FY14 to the Land Commission, FDA, Ministry of Internal Affairs and other GOL agencies to effectively engage with key stakeholders in development of land policy and ownership regimes (ND, w/C). In particular, PROSPER focused on the spike in applications for Community Forest Management Agreements and the Private Use Permits. As stipulated in the EMMP, PROSPER took all feasible measures to assure that: the decision-making process to approve or disapprove the CFMAs and PUPs was not dominated by narrow economic extractive interests; full transparency was provided on how these agreements were established; the process to establish a Community Forest as described in the Community Rights Law (CRL) and Regulations had been followed in order to approve these agreements; there was full participation of the effected communities in the process as described in the CRL and Regulations.

## Component 2

The objective of Component 2 (*Improved community-based forest management leading to sustainable practices and reduced threats to biodiversity in target areas*) is comprised of 5 categories: training and technical assistance to strengthen the CFMBs (**ND, w/C**); technical assistance to strengthen the capacity of the FDA, EPA, Land Commission and other organizations that support community based forest management (**CE**); development of

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<sup>3</sup> **Negative Determination** pursuant to 22 CFR 216.3(a)(2)(iii). (**No Condition**)

<sup>4</sup> **Negative Determination** pursuant to 22 CFR 216.3(a)(2)(iii) (**with Condition**)

<sup>5</sup> **Categorical Exclusion** pursuant to 22 CFR 216.2(c)(2)(i)

<sup>6</sup> **Categorical Exclusion** pursuant to 22 CFR 216.2(c)(2)(i)

<sup>7</sup> **Negative Determination** pursuant to 22 CFR 216.3(a)(2)(iii) (**with Condition**)

monitoring systems (CE); to provide technical assistance to partner organizations (CE); and, training of stakeholders in how to implement the CRL and Regulations (CE).

All training activities that were undertaken to strengthen the CFMBs (and future CFMBs) on forest management, according to the Community Forest Management Plans, the importance of sustainable forest management, based on environmental sound practices, was emphasized all training sessions.

In concert with the Zor CFMB, a pilot was carried out with technical assistance from PROSPER to use oil palm trees as reference points to demarcate the boundaries of the Zor CF. This type of boundary will provide a sustainable, long term income source for community members and/or the CFMB and will provide a clear and self-sustainable demarcation line that will facilitate future management of the CF.

### **Component 3**

A Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) was submitted by PROSPER to USAID and approved in August. This PERSUAP covers the cocoa rehabilitation activities that involve the use of a fertilizer, a pesticide and a fungicide. The activities related to this PERSUAP will be implemented in FY15

The Livelihood and Enterprise Development component of PROSPER is comprised of four broad categories for which the activities of the Component have been categorized.

PROSPER has submitted three statements on the following activities: (1) Sustainable Use of Natural Resources - Fruit and Nut-based NTFP's Enterprise Development; (2) Sustainable Use of Natural Resources - Wood-Based Enterprises; (3) Sustainable Use of Natural Resources - Agriculture and Agro-forestry Enterprise Development.

Category 1 comprises the *Training and technical assistance in developing enterprises based on sustainable use of natural resource such as wood-based products, non-timber forest products (NTFPs), ecotourism, and agricultural crops*. Training focuses on select resource use groups within communities, public and private stakeholders. This category has a negative determination (ND,w/C) for which statements have been submitted to the COR that address specifically how the risks of benefits accruing to non-sustainable harvesting/production techniques of these NTFPs will be controlled and limited, and how this should be reported and documented.

All activities related to Non-Timber Forest Products (NTFPs) were implemented in accordance with the PROSPER EMMP Statement for Sustainable Use of Natural Resources - Fruit and Nut-based NTFP's. Monitoring plots were set-up by ASNAPP to monitor Griffonia (*Griffonia simplicifolia*) plant population under different management (harvesting) regimes. This long-term study is necessary to determine if collection of Griffonia seeds from the forest will have a negative impact on the Griffonia population, and would therefore jeopardize the existence of Griffonia in the forest. Monitoring plots have been established in Zortapa and Zorlepula (both in Northern Nimba). The activities related to the monitoring plots have been reported in PROSPER Monthly and Quarterly Reports, as well as in four reports submitted by ASNAPP during FY14. The collected data so-far (one year) does not provide enough information to draw conclusions about the influence of collection of Griffonia seeds on Griffonia populations.

All technical assistance and training related to agricultural crops, e.g. the training of women's groups in commercial crop production, was conducted in accordance with the PROSPER EMMP Statement for Sustainable Use of Natural Resources - Agriculture and Agro-forestry Enterprise Development and the "Environmental Guidelines for Small-Scale Activities in Africa (EGSSAA) (Agriculture: Soil and Water Resources, including Irrigation). In all training activities, emphasis was given to alternative ways of maintaining soil fertility and weed control. Declining plant nutrients and weed infestation are some of the driving factors behind continuous shifting cultivation.

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